DOCUMENT RESUME

ED 088 422 IR 000 233

TITLE	LRC Goals 73/74.
INSTITUTION	William Rainey Harper Coll., Palatine, Ill.
PUB DATE	74
NOTE	97p.
EDRS PRICE	MF-$0.75 HC-$4.20
DESCRIPTORS	Educational Objectives; Guidelines; Guides; *Higher Education; *Institutional Role; *Instructional Materials Centers; *Objectives
IDENTIFIERS	Learning Resource Centers; LRC; *William Rainey Harper College

ABSTRACT

A review is presented of the goals and objectives for 1973-74 by the staff of the Learning Resource Center of William Rainey Harper College. The nine major sections of the booklet deal with: 1) institutional goals; 2) goals set by the vice president for academic affairs; 3) goals of the academic deans; 4) goals of the division chairman; 5) goals of the dean of learning resources; 6) goals of the resource services; 7) goals of the processing service; 8) goals of the production service; and 9) routine objectives for academic affairs. Thirty-six institutional goals are listed in the first section; following this, routine, innovative, problem-solving, and personal-professional development objectives are presented for each of the next seven major areas. In the last section of the guide, routine objectives for academic affairs relating to publications, program review, staffing, budgeting, curricular planning and personnel reviews are presented. (PB)

ED 088422

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INTRODUCTION

This 1973-74 Learning Resources staff booklet on goals a and objectives is the result of the planning process that has evolved for objectives at Harper College. It is the product of the LRC professional staff who have developed their goals as determined by the needs and concerns of their LRC service areas as well as contributing wherever possible towards the achievement of the academic area and institutional goals.

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HARPER COLLEGE LRC

1973-74 GOALS AND OBJECTIVES

1. Institutional Goals

2. Vice President Academic Affairs

3. Deans, Academic Area

4. Related Goals of Division Chairmen

5. Dean of Learning Resources

6. Goals of Resources Service

7. Goals of Processing Service

8. Goals of Production Service

9. Routine Objectives for Academic Affairs

WILLIAM RAINEY HARPER COLLEGE
INSTITUTIONAL GOALS 1973-74

In order to focus institutional effort and insure that Harper College plans and operates with efficiency and accountability, the college annually sets forth a list of institutional goals. These goals attempt to focus on broad areas which affect, in most cases, more than one segment of the college. It is also to be noted that some goals are carried over for more than one year because of an inherent need for consistent on-going attention and reevaluation. Following are the major areas of concentration for achieving specific results during 1973-74:

1. Review and monitor progress of the Long Range Plan recommendations, updating the present plan and specifying new areas which should be explored. Implement additional appropriate components of the college's Long Range Plan with emphasis on the following points:

   a. Pursue a decision concerning the purchase of a second campus site.

   b. Reach a decision on approval of a revised academic calendar including the modular approach.

   c. Complete the census and survey of educational needs of the Spanish-speaking persons in the Harper district, and provide a plan of action based on the results.

2. Manage the total institutional operation of the college for 4,842 FTE students at a cost not to exceed $1,685 per student during fiscal year 1973-74. Subtotal breakdown as follows:

Education Fund	$1,390
Building Fund	$ 295

3. Enlarge the on-line registration and student accounting system to accommodate continuing education offerings, fractional credit hour accounting, and a revolving registration process.

4. Review educational and manpower needs of the community; and recommend new career programs of highest priority within the financial, physical, and human resources of the college.

5. Continue to refine the teaching evaluation system in order to provide more valid information for promotion, retention, non-retention, tenure, development and salary decisions.

6. Recommend a plan of action to the Board of Trustees regarding future tenure and promotion practices based on a study of national data and the implications of this data for the college; and develop an institutional staffing plan by division to reflect new practices.

7. Arrange for external audits of the following college functions, and review and implement appropriate recommendations presented by the consulting audit teams: Learning Resources Center, Financial Aids and Placement, Buildings and Grounds, Biological Sciences (as they relate to and support allied health).

8. Explore the development of new cooperative agreements with other community college districts where regionalization of career programming is deemed advantageous.

9. Study the feasibility of cooperative facility programming with area high schools in power mechanics and park management.

10. Investigate and recommend appropriate educational programs to accommodate the expansion of international student enrollment, and develop a plan of implementation.

11. Review the plan of action for off-campus satellite facilities as concerns the functions of the counseling division with emphasis on exploring more intensive inter-institution cooperation:

    a. with area high schools for advanced placement and enrichment opportunities.

    b. on providing continuous coordinated opportunities for career choices.

12. Continue to revise the admissions procedures for the college and specific programs.

13. Evaluate the current system for collecting demographic data on Harper students, and provide a recommendation for modification and expansion of the system.

14. Review and evaluate implications of the Illinois Junior College Board's policy on the admission of 16 and 17 year old students; and develop a plan to accommodate this policy.

15. Continue to identify specific areas of the college in accounting for indirect expenses in major cost centers, and move toward the implementation of this aspect of unit cost accountability during fiscal year 1973-74.

16. Reach a decision concerning the feasibility of proposing revenue changes during fiscal year 1973-74.

17. Evaluate the student outreach program.

18. Maintain average class size at its 1972-73 level of twenty-six, excluding lecture sessions, individual instruction, and learning laboratory.

19. Maintain the total part-time day faculty in order that the number of total part-time day faculty will not exceed 12%-15% of the total full-time day contact hour offerings.

20. Continue to expand and develop alternatives to traditional classroom instruction (I.E., CLEP, credit by examination, learning modules, and recorded materials) to provide viable learning alternatives for students.

21. Develop a long range plan for the development of cooperative efforts with area high schools in continuing (adult) and non-traditional education for the community.

22. Conduct a comprehensive evaluation of the college's proficiency credit program to include:

    a. a review of the current policies and procedures.

    b. evaluation of the validity of the examinations used.

23. Respond with appropriate internal staff and other support for the William Rainey Harper College Educational Foundation and:

    a. conduct an institution-wide needs analysis study to determine priorities for external funding of special projects through 1978.

    b. achieve a $25,000 level of funding during the first year of the foundation.

24. Evaluate the college's comprehensive wage and salary program implemented for 1973-74 with emphasis on the impact of this program on the several personnel evaluation procedures.

25. Conduct a comprehensive institutional grade distribution study by course.

26. Develop an operational plan to implement expanded computer services for all areas of the college.

27. Review and modify, if necessary, the college's affirmative action plan.

28. Develop a cost simulation model to project and analyze future costs in order to assess effectiveness of programs vs. costs.

29. Continue the implementation of a program planning budgeting system (PPBS) including:

    a. development of an output oriented cost study.

    b. development of a plan to implement appropriate concepts of WICHE and NCHEMS dealing with management systems.

30. Review all educational programs and disciplines; and delete those which are not meeting enrollment levels that make them feasible to continue within the financial resources of the college.

31. Develop a space allocation plan for the present interim music areas in Building A, as a result of the completion of the new Music Building.

32. Review the adequacy of the existing long-range capital funding plan for equipment and facilities by validating enrollment projections and studying specialized programs and services anticipated at this location.

    a. Continue to study the feasibility of a second campus location which could necessitate a revised Master Plan for the Harper College district and make appropriate campus expansion recommendations to the Board of Trustees.

    b. Recommend a capital funding plan based on meeting anticipated service area educational needs.

    c. Continue seeking required governmental agency approval of Phase II-B and move selected and appropriate proposed buildings in this phase through the construction document stage.

    d. In cooperation with government agencies, plan through schematic design the remaining construction phases of the existing Master Plan, as appropriate.

33. Review and evaluate the various developmental programs for college personnel with emphasis on faculty development.

34. Explore the expansion of educational offerings for public service areas.

35. Review trends and models of governance in higher education and prepare a summary report.

36. Conduct an exploratory study of population trend of senior citizens in the college district.

VICE PRESIDENT OF ACADEMIC AFFAIRS
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Further explore and present a recommended revised Academic Calendar to be effective with the 1974-75 academic year. This objective will be considered achieved when:

1. Further review and study is made by a faculty-administrative committee and a recommendation is received by November 15, 1973.

2. A recommended calendar is presented for adoption on or before December 15, 1973.

B. Coordinate for Academic Affairs the enlargement of the online student registration and accounting system. This objective will be considered achieved when:

1. Appropriate direction and input is provided to facilitate the design of an on-line registration and student accounting system to provide for on-going registration for Continuing Education courses and workshops and accounting for fractional credit hours earned by students. The system should be designed by April 1, 1974.

2. Appropriate data inputs are provided by the Academic Affairs area to permit the system to be operational by May 1, 1974.

C. Establish and work with a committee of faculty and administrators to review tenure and promotions practices and status within Harper College and make a recommendation concerning future policies and guidelines in these matters. This objective will be considered achieved when:

1. A committee representative of tenured, non-tenured, career and transfer faculty and administrators is appointed and becomes operational by September 15, 1973.

2. The committee has reviewed policies and guidelines re tenure and promotions of (a) other institutions of higher education and (b) Harper College. The committee recommends to the Vice President of Academic Affairs revised policies and guidelines by November 15, 1973.

3. A recommendation is made to the President and Board Trustees by December 5, 1973.

D. Develop a staffing plan for the Academic Affairs of the College which will reflect the policies and guidelines adopted by the Board of Trustees re tenure and promotions. This objective will be considered achieved when:

I. Innovative (Cont'd.)

1. A plan is developed and presented on or before April 15, 1974.

E. Develop and coordinate external audits for Learning Resources and Biological Sciences. This objective will be considered achieved when:

1. An appropriate purpose and charge is developed for external audit teams to review Learning Resources and Biological Sciences. This is to be accomplished by September 6, 1973.

2. Audit team members are selected and the assignment accepted for these audits on or before September 21, 1973.

3. Audits are completed and reports received by March 1, 1974.

F. Coordinate the further exploration of possible new co-operative agreements in regionalized career programming. This objective will be achieved when:

1. Meetings with at least four surrounding community college representatives have been held by October 1, 1973.

2. At least two programs are included in cooperative agreements. This will be accomplished by January 15, 1974.

II. ROUTINE

A. Maintain staffing pattern that will reflect a reasonable overall class size and a full to part-time faculty in the day program. This objective will be considered achieved when:

1. The overall class size at mid-terms of all semesters will average 26 students per section. This average excludes large lectures and individual sessions.

2. A ratio of full to part-time staff does not exceed 10-12% for all educational offerings in the day program.

B. Review the faculty evaluation system and suggest refinements that will provide more valid information for promotion, retention, non-retention, tenure and salary decisions. This objective will be considered achieved when:

1. A student evaluation form is finalized by September 15,

II. Routine (Cont'd.)

1973 which will be administered by each faculty member to each class within the last three weeks of each semester.

2. A faculty-administrative committee is reappointed by September 15, 1973 to review the system and make recommendations to my office by January 1, 1974.

3. Analyze, in concert with the Director of Research, results achieved in the evaluation of second or more year faculty and student inputs by February 15, 1974.

4. Analyze results achieved in the evaluation of first year faculty and student inputs during the second semester by June 6, 1974.

5. Make recommendations for changes in the system to the Board of Trustees by May 15, 1974.

C. Review the known educational and manpower needs of the community and recommend new programs that would satisfy some of the highest priority needs. This objective will be considered achieved when:

1. Known educational and manpower needs have been reviewed and 2-4 new programs that would help satisfy the highest priority needs are developed and recommended by January 15, 1974.

2. Adopted programs are approved by appropriate State agencies by April 15, 1974.

D. Continue to expand alternatives to traditional classroom instruction (i.e., CLEP, credit by examination, learning modules and recorded materials) to provide viable learning alternatives for students. This objective will be considered achieved when:

1. An analysis of learning alternatives is made by division by September 22, 1973.

2. Each division is committed to and has developed at least 5-10% additional examinations by wnich credit can be achieved. This is to be done by December 1, 1973.

3. An overall increase of 10% in non-traditional alternatives has been achieved by April 15, 1974.

E. At least two administrative workshops have been held for administrators in Academic Affairs. This objective will be considered achieved when:

1. A workshop has been held before November 1, 1973 concerning (a) legalities in administration and (b) administrative perogatives.

II. Routine (Cont'd.)

2. A workshop has been held before March 1, 1974 concerning (a) television delivery systems, (b) cognative educational programming and (c) educational results evaluation.

F. Review results of faculty development and make recommended improvements to help insure more effective instruction. This objective will be considered achieved when:

1. An evaluation of individual and total faculty development over two years has been made by October 15, 1973.

2. A modification in the faculty development program is made and a revised 3-5 year plan is presented by March 1, 1974.

G. Coordinate and modify routine objectives for the Academic Affairs area. This objective will be considered achieved when:

1. At least 85% of the routine objectives and deadlines for the Academic Affairs area of the College have been met by May 15, 1974.

2. Revisions to the objectives have been made and agreed upon by June 15, 1974.

H. General Educational Specifications for the remainder of the Campus Master Plan have been written by January 15, 1974.

III. PROBLEM SOLVING

A. Review all educational programs and disciplines and delete those which are not meeting enrollment levels that make them unrealistic for continuance. This objective will be considered achieved when:

1. An analysis of enrollment levels and trends of individual programs and disciplines is completed by November 1, 1973.

2. Recommendations for deletion of programs and staff are made by December 5, 1973.

DEAN OF CAREER PROGRAMS
OBJECTIVES FOR 1973-74

I. INNOVATIVE

1. To conduct a study in concert with the Harper area high schools to identify areas in which cooperative career programming efforts are needed, including exploration of the following which would facilitate the development of such programs once identified:

   a. jointly purchasing land and constructing facilities

   b. jointly leasing property and facilities

   c. jointly sub-leasing from one another at a reasonable cost

   d. jointly staffing, operating and maintaining programs and facilities once developed

   This objective will be considered achieved when results of the study are submitted to the Vice President of Academic Affairs by November 1, 1973.

2. To conduct a formal review of the organizational structure within career education and recommend modifications where appropriate. This objective will be considered achieved when recommendations are submitted to the Vice President of Academic Affairs by December 1, 1973.

3. To formulate specific procedures regarding management by objectives for career coordinators. This objective will be considered achieved when:

   a. A workshop has been conducted to introduce M.B.O. to career program coordinators by December 15, 1973.

   b. Career Dean and Division Chairmen have conducted divisional meetings with coordinators on the Annual and Five Year Plan for Career Education at Harper by January 15, 1974.

   c. The initial set of career program coordinator goal statements for the 1974-75 school year are filed in the Career Dean's office by February 1, 1974.

4. To co-host a trade fair with the Northwest Industrial Council. This objective will be considered achieved when a proposal has been submitted to the Industrial Council and Harper College by October 30, 1973. Assuming approval, trade fair arrangements have been made by January 1, 1974, and trade fair has been conducted by May 30, 1974.

I. Innovative (Cont'd.)

5. To explore the feasibility of implementing new career programs. This objective will be considered achieved when, as a result of supporting manpower data, the following new programs are presented to the Vice President's Council by November 1, 1973:

   a. Park Management

   b. Materials Management

   c. Auto Mechanics

   d. Electronic Mechanic

   e. CATV Technician

   f. Noise Measurement and Control Technology

II. PROBLEM SOLVING

1. Prepare for and serve as the institutional representative for the March 11, 12, and 13 career program audit by the Division of Vocational and Technical Education. This objective will be considered achieved when the Career Dean has:

   a. Completed all pre-audit procedures as requested by the Division of Voc/Tech prior to the on-site visitation.

   b. Handled audit team needs during the on-site visitation.

   c. Filed update report to Division of Voc/Tech on action taken to ameliorate problem areas by one month after receipt of final report.

2. Joint agreements with adjoining community college districts are established in occupational areas in which regionalization of programming is deemed mutually advantageous. This objective will be considered achieved when three formal agreements have been presented to the Board of Trustees by March 1, 1974.

3. To arrange for periodic manpower surveys to obtain up-to-date data regarding the manpower requirements in selected career areas. This objective will be considered achieved when three manpower surveys have been arranged for through the Director of Planning and Development's office by May 15, 1974.

4. To continue to work with the Center for Vocational and Technical Education out of Ohio State in the development of a prototype, locally based, career program information system. This objective will be considered achieved when:

   a. An initial meeting between the Center's staff and our computer center personnel has been held.

II. Problem Solving (Cont'd.)

b. When the Career Dean has participated in a conference at Ohio State for users of the system.

c. When the Career Dean has made a final recommendation to the Vice President of Academic Affairs regarding the potential of this system as a management tool for Harper.

III. ROUTINE

1. To up-date the Annual and Five Year Plan for Career Education at Harper College. This objective will be considered achieved when this document is:

   a. Submitted to the Board of Trustees by April 15, 1974.

   b. Submitted to the Division of Voc/Tech by May 1, 1974.

2. To continue to work with the 37 advisory committees. This objective will be considered achieved when the Dean of Career Programs or Divisional Chairman has met with each of the career advisory committee function is submitted to the Vice President of Academic Affairs by June 30, 1974.

3. The master plan for Harper College is up-dated. This objective will be considered achieved when the educational specifications for Buildings G, H, and I have been completed by November 15, 1973.

4. In addition to the above, other routine goals are indicated on the attached routine goals and Pert Chart for Academic Affairs.

DEAN OF EVENING & CONTINUING EDUCATION
OBJECTIVES FOR 1973-74

I. ROUTINE

A. To effect a prompt and efficient office operation by:

1. Giving a copy-ready version of the evening and continuing education master schedule for each semester by the dates set by the vice-president of academic affairs.

2. Submitting each round of the budget to the vice-president as requested.

3. Returning teacher-signed letters of intent to the vice-president within 10 business days after the beginning of each semester.

B. Participate in the decision-making process of the college by:

1. Contributing to the deliberations of at least six committees during the year.

2. Meeting with the IJCB adult education representatives at least five times and reporting my findings to the vice-president and implementing them if appropriate.

C. Manage my staff in such a manner as to accomplish the following criteria for the various aspects of the continuing education program:

	Sections	Total Enrollment	Min. Eval.
1. Women's Programs	25-30	750-1000	-
2. Industrial Seminars	50-60	1500-1800	4.0
3. Non-credit Classes	250-275	5500-6000	-
4. Harper Extension	30-40	750-1000	-
5. Contractual Program	15-20	375-450	4.25
6. University Extension	40-50	1000-1250	-
7. Adult Basic Education	10-14	100-150	-
8. Community Development	30-40	Community Contacts	-

D. Assist the vice-president as requested.

II. INNOVATIVE

A. Pursue the development of a long range plan for cooperative efforts with area high schools in adult education. This will be considered achieved when:

1. I have complied with the terms of the cooperative adult education agreement with high school districts #211 and #214.

II. Innovative (Cont'd.)

a. By 9/1/73, review curricula in terms of who should offer what.

b. By 9/1/73, schedule classes in a complementary manner.

c. By 9/1/74, explore possibilities of a joint promotional publication.

2. A joint retreat of districts 211, 214, and 512 is held by December 1, 1973 to explore this matter further.

B. Carry out the provisions of the cooperative agreement with Barrington High School by offering 30-50 sections of credit, non-credit, and university extension courses at that location throughout the year.

C. Implement Bachelor's degree arrangement with Elmhurst College by offering at least six sections, of which three actually run, by the end of the summer session of 1974.

D. To promote the MBO expertise of Harper College by conducting a nationwide MBO Institute on November 15-16, 1973 and an MBO seminar for HEW by October 1, 1973 with enough attendance to monetarily break even and with an overall positive evaluation from attendees.

E. Explore new locations and funding sources for offering credit and non-credit courses by holding at least five sections of classes in multi-family dwellings, five sections in libraries, and two sections in senior citizens homes by the end of the academic year, and submit an IJCB grant for a senior citizens program by 8/20/73.

F. Develop the education specifications and proposed facility layout for the final revisions of the master plan of Harper College by January 15, 1973.

III. PROBLEM SOLVING

A. Analyze and prepare an alternative scheme for funding the Adult Basic Education program to hedge against the possibility of no federal or state funding. This objective will be considered achieved when the analysis is submitted to the vice-president by 11/15/73 and a disadvantaged IJCB grant has been submitted by 8/20/73.

B. Improve our ability to select given business and industries from our mailing lists by size, industry, number of employees, etc. by:

III. Problem Solving (Cont'd.)

1. Conducting a survey to this end in conjunction with the office of research and development manpower study and categorizing the results by 12/15/73.

2. Submitting a public service grant to the IJCB for this purpose by 8/20/73.

C. To cooperate with the computer operations center in getting CED "on-line" registration by April 1, 1974.

D. To assist the vice-president and other deans in exploration and development of a 4-1-4 academic calendar. This will be considered achieved when I have presented a curriculum plan for the one-month interim semester to the vice-president by November 1, 1973.

DEAN OF TRANSFER PROGRAMS
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. To implement a multi year plan (MYP) Resource Allocation and Management Program (RAMP). Considered achieved when the following are accomplished:

1. Each division restates the mission statement of the division by October 15.

2. Compare the projected needs for 1973-74 as determined in the budget with actual data based on fall enrollment by September 24, 1973.

a. Estimate of faculty needs - Form B-11a

b. Assignment of present faculty to future subject areas - Form B-11b

c. Provide a comparison between divisional and institutional projected F.T.E. enrollment - Form B-11c.

d. Verify maintenance of institutional full-time to part-time ratios - Form B-11c

3. On the basis of the projected enrollment for 1974-75 complete faculty needs for 1974-75. Considered achieved when the following are completed by November 20, 1973.

a. Estimate of faculty needs - Form B-11a

b. Assignment of present faculty to future subject areas - Form B-11b

c. Provide a comparison between divisional and institutional projected F.T.E. enrollment - Form B-11c

d. Verify maintenance of institutional full-time to part-time ratios - Form B-11c

B. To conduct a feasibility study for a time-share computer with local high schools. Considered achieved when:

1. A preliminary meeting is held by August 15.

2. A feasibility study is completed by October 15.

3. A one-day conference is held on computers by November 15.

I. Innovative (Cont'd.)

4. A proposal, in cooperation with local high schools is submitted for a computer by December 1.

5. A cooperative for a computer network is established in conjunction with local high schools by January 1.

II. PROBLEM SOLVING

A. The master plan for Harper College is updated for the 1973-74 fiscal year. Considered achieved when:

1. A one day seminar is held with division chairmen concerning the plan by August.

2. The educational specifications for the following buildings are complete:

a. Buildings G, H, I - November 15

b. Building J - November 15

c. Building K - December 15

d. Building L - December 15

e. Building M - October 15

f. Buildings N, O - January 1

g. Buildings Q, R, S - January 1

B. A cost estimation model is investigated which will be computerized. Considered achieved when:

1. A model is agreed on by September 1.

2. The model is implemented by October.

3. The model is applied to actual data by November 15.

C. The new space utilization system is implemented. Considered achieved when:

1. Room data base file is completed by August 1.

2. Organizational unit table file is complete by August 15.

3. Preliminary utilization reports are run by September 1.

4. Files are updated by October 1.

5. Final utilization reports are run by October 15.

D. The transfer programs are updated. Considered achieved when:

1. A preliminary booklet of approved programs is completed by October 1.

II. Problem Solving (Cont'd.)

2. Counselors are identified to each of the transfer programs by October 1.

3. A meeting with each counselor is held to review their role concerning the transfer programs by November 1.

4. A meeting is held with each lead instructor and division chairman concerning the transfer programs as approved by November 15.

5. The major area of study report is aligned with the transfer programs by December 1.

E. Four one-day seminars are held for division chairmen. Considered achieved when the following are held:

August - August 23-24 agenda (Revised July 16)

September - Evaluation System

October - Cost Estimation Model

November - Budget

F. Review the faculty evaluation system and suggest refinements that will provide more valid information for promotion, retention, non-retention, tenure and salary decisions. This objective will be considered achieved when:

1. A student evaluation form is finalized by November 1, 1973, which will be administered by each faculty member to each class within the last three weeks of each semester.

G. Continue to expand alternatives to traditional classroom instruction (i.e. CLEP, credit by examination, learning modules and recorded materials) to provide viable learning alternatives for students. Considered achieved when:

1. An analysis of learning alternatives is made by divisions by September 22, 1973.

2. Each division is committed to and has developed at least 5-10% additional examinations by which credit can be achieved. This is to be done by December 1, 1973.

3. An overall increase of 10% in non-traditional alternatives has been achieved by April 15, 1974.

CHAIRMAN, BUSINESS DIVISION
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. To complete the developmental aspects of the new Material Management Program. This objective will be completed when the following steps are completed:

1. The final draft of the needs assessment survey for this program is completed (with the cooperation of Dr. Lucas' office) by August 15, 1973.

2. A formal curriculum proposal is presented to the Harper College Curriculum Committee by October 15, 1973.

3. Approval of the Harper College Board of Trustees and the state agencies is received in time to permit the offering of at least one course during the Spring, 1974 term.

4. A proposal to employ a Material Management Program Coordinator is forwarded by December 15, 1973.

B. To complete details pertinent to the implementation of the new Banking, Finance, and Credit Program. This goal will be accomplished when:

1. The final contractual agreement between Harper College and AIB is signed by August 15, 1973.

2. Orientation of the new Banking, Finance, and Credit Program Coordinator is completed by September 1, 1973.

3. The final version of the Banking, Finance, and Credit curriculum is presented to the Harper College Curriculum Committee by October 15, 1973.

4. Program revisions are processed by the Illinois Junior College Board by January 15, 1973.

C. To participate in the implementation of the multi year plan (MYP) Resource Allocation and Management Program (RAMP) in accordance with a schedule to be determined by the Dean of Transfer Programs. This objective will be accomplished when:

1. A re-stated mission statement for the Business Division is submitted by October 15, 1973.

2. A comparison of projected 1973-74 needs (based on the Budget) is made with actual needs (based on fall enrollment) by September 24, 1973.

I. Innovative (Cont'd.)

3. Projected enrollment and faculty requirements for 1974-75 are submitted by November 20, 1973.

D. To participate in the conduct of a feasibility study for a mini timeshare computer network with local high schools. The objective will be considered achieved:

1. When a feasibility study has been completed by October 15, 1973.

2. When a one-day conference on mini-computers has been planned for November 15, 1973.

3. When input for a proposal to inaugurate a mini-time share network with the local high schools has been furnished prior to December 1.

E. Expand the variety of business-related courses open to credit by demonstration of proficiency. This objective will be attained when:

1. Business Division faculty have developed appropriate evaluative procedures so as to permit granting of credit by proficiency for two additional courses by September 15, 1973.

2. Business Division faculty have developed appropriate evaluative procedures so as to permit granting of credit by proficiency for two more additional courses by February 1, 1973.

F. To facilitate extension of Harper's M.B.O. system down to the program coordinator's level. This objective will be achieved when:

1. All coordinators in the Business Division have participated in a two-day M.B.O. seminar by December 15, 1973 (as scheduled by the Dean of Career Programs).

2. Fifty per cent of the program coordinators in the Business Division (since this is a voluntary practice this year) have drafted annual goals and objectives statements for the current academic year by October 1, 1973.

3. A Business Division meeting of all coordinators has been conducted on the Annual and Five Year Plan for Career Education at Harper by January 15, 1974.

4. A set of career program coordinator goal statements for the 1974-75 school year are filed in the Dean of Career Programs' office by February 1, 1974.

I. Innovative (Cont'd.)

G. To complete final development efforts in connection with the Computer Operator and Retail Merchandising Certificate curricula. This objective will be completed when, through the respective program coordinators, Forms 15, 19, or 20, or their equivalent are prepared and forwarded to the IJCB by November 15, 1973.

II. PROBLEM SOLVING

A. Input is provided for the 1973-74 update of the Harper College master plan. This objective will be accomplished when:

1. Participation in a one-day seminar on the master plan is completed by August 31, 1973.

2. When, by September 30, 1973, the educational specifications for:

a. Building I are reviewed, and

b. Building J and J' are developed, insofar as they pertain to ultimate use by the Business Division.

B. Inputs are provided to the Dean of Transfer Programs relative to a room data base file by August 1, 1973.

C. Input is provided by August 1, 1973 to the Dean of Transfer Programs concerning a booklet designed to update existent information about the transfer program in business administration.

D. Attend, by November 30, 1973, four one-day management seminars, to be scheduled by the Dean of Transfer programs.

E. Provide input to the Vice President for Academic Affairs concerning future promotion and tenure practices of the institution. This objective will be achieved when a narrative report is provided to the Vice President following a timetable developed by him prior to December 1, 1973.

F. To perform whatever tasks are necessary to prepare for the forthcoming career program evaluation by the team of vocational education experts sent to the college by the Division of Vocational and Technical Education, State of Illinois. This objective will be accomplished when necessary steps pertinent to the evaluation are accomplished in accordance with a timetable established by the Dean of Career Programs and are completed prior to March 11, 1974.

G. In the absence of a full-time Program Coordinator for the Real Estate program, to perform the coordination responsibilities during the forthcoming academic year and propose a remedy. This objective will be accomplished when:

II. Problem Solving (Cont'd.)

1. At least two meetings of the real estate industry advisory committee have been held by June 1, 1974.

2. At least two publicity pieces pertinent to the program have been developed and published by February 1, 1974.

3. A proposal to employ a full time faculty member to serve as program coordinator for the program has been submitted by December 1, 1973.

III. ROUTINE

A. In cooperation with the chief articulation officer of the institution, to conduct articulation meetings with personnel responsible for business-related programming in area high schools. This objective will be accomplished when articulation meetings have been conducted for the high schools listed below by the times indicated:

1. District 214 - December 15, 1973.
2. District 211 - January 15, 1974.
3. District 224 - February 15, 1974.

B. To conduct monthly division meetings for Business Division faculty. This objective will be attained when at least seven such meetings are held throughout the academic year.

C. To accomplish all other routine activities in effective and timely fashion. This objective will be attained when the target dates established by the Deans for all routine activities have been met.

D. To participate in the committee structure of the institution. This objective will be attained when attendance is logged at 90% of the meetings of the following committees:

1. Academic Operations Committee.
2. Admissions Committee.
3. Other ad hoc committees to which I am appointed during the academic year.

V. PERSONAL

A. Participate in professional organization meetings and activities. This objective will be attained when:

1. One major out-of-state meeting is attended by June 30, 1974. (Most likely the National AVA Convention in December, 1973).

2. Two in-state meetings have been attended by June 30, 1974.

IV. Personal (Cont'd.)

B. Deliver presentation on "Promotion of Career Education Programs" for Northern Illinois University on July 30, 1973.

C. Deliver presentation on "The Role of Women in Management" for the National Secretaries Association on September 15, 1973.

D. Deliver presentation on "The Development of Real Estate Education Programs" at the USOE Region V Distributive Education Conference by November 30, 1973.

E. Continue work toward completion of doctorate. This objective will be attained when:

1. A refined version of the research proposal has been developed by August 31, 1973.

2. A data gathering instrument has been developed and tested by October 1, 1973.

3. Data for the project has been gathered by December 15, 1973.

4. Data has been compiled and analyzed by February 15, 1974.

5. A draft of the complete study has been completed by April 1, 1974.

CHAIRMAN, COMMUNICATIONS DIVISION
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Articulation - To improve understanding of area high school and Illinois college English and speech programs a "curriculum Bank" is proposed for the division. The Bank will be comprised of salient instructional materials (syllabi, catalogs, course objectives, etc.) from these schools. This goal will be considered achieved when the material is collected and placed within the division's conference room by April 1, 1974.

B. The division chairman will assist in the development of a Liberal Education Seminar in the Communications Division. This is to be accomplished through faculty efforts by September 22.

C. This goal explores the feasibility of short-term (several weeks) Exchange Teaching options for division faculty with professional colleagues at neighboring community colleges. This goal will be considered achieved when preliminary discussions within the division have been undertaken and the idea is explored with chairmen from two neighboring community colleges. These visitations, together with a report, will be completed by April 15, 1974.

D. The implementation of selected sections of the "Wells" Report - Resource Allocation and Management Program will be achieved when the following are achieved.

1. The division chairman will attend a seminar to be held in August.

2. Forms on credit hour generation are completed by September.

3. Projections for 1974-75 are completed by October.

4. Appropriate forms are completed as outlined in the "Wells" Report.

E. This goal concerns staff development and involves the planning and scheduling of two (2) "faculty development" seminars. These will be developed by faculty committee and will be considered achieved when "outside" personnel are contacted and scheduled before April 15, 1974.

F. To cooperate with the Dean of Continuing Education in developing a "roadshow" or "outreach" communications program for senior citizens. This goal will be considered achieved when a feasibility study is completed by assigned and interested faculty before February 15, 1974.

I. Innovative (Cont'd.)

G. A pilot project on alternate grading practices will be developed in the division. This goal will be considered achieved when a plan is submitted to the Dean of Transfer Programs on or before January 30, 1974.

H. The division will explore with and cooperate with the Office of Financial Aids in exploring the feasibility of an annual division-sponsored tuition scholarship for a qualified Harper student. This goal will be achieved when a report of the required meetings is submitted to the Dean of Transfer programs by February 1, 1974.

I. The division will cooperate with the Dean of Transfer Programs in planning and scheduling a one-day high school publications conference. This program will include high school advisory personnel in instructional functions.

J. The chairman will develop, in conjunction with the Dean of Transfer Programs, a program for short term (2 to 4 weeks) options in concert with an institutional international emphasis. This program will be considered achieved when at least one college unit has adopted a plan for foreign study, and this is projected before March 1, 1974.

K. The chairman will seek the cooperation of the Learning Resources Center in planning and coordinating a community service educational project. This project will be similar to the Science-Fiction 73 experience. This program would be aimed at high school students, teachers, and community adults, and would focus on mystery and detective fiction and would embrace various media. This goal will be considered achieved when the program is arranged and met before May 1, 1974.

L. A program for area high school writers will be developed in workshop format. Organization and direction will be accomplished by division faculty in cooperation with area high schools. This goal will be considered achieved by May 1, 1974.

II. PROBLEM SOLVING

A. Articulation - To improve interface and cooperation with district 512 high school English and speech teachers a program of articulation is planned that will complement the routine articulation goals of the institution. Communication Division members will be "assigned" to particular English faculties for the purpose of attending area department meetings and exchanging information. In concert with this move a directory of area English and speech-theatre faculty will be developed. This goal will be considered achieved when assignments are made (November 1) and reports

II. Problem Solving (Cont'd.)

are given to the chairman (by December 1). The date of publication of the directory will be projected for December 1. Dissemination of the booklet will take place within the two weeks following (to December 14).

B. The master plan for Harper College is updated for the 1973-74 fiscal year. The division chairman will attend a meeting concerning the plan in August.

C. In accordance with the updating of the Harper College master plan, the division chairman will develop educational specifications for Harper Buildings K and L and these will be completed and submitted in written form by December 15, 1973. The educational specifications will include:

1. philosophy and objectives

2. curriculum and courses

3. teaching and learning activities

4. space descriptions and facility requirements, e.g. individual labs, general classrooms, faculty offices.

D. The updating of transfer programs will be assisted when the division chairman updates speech and liberal arts programs for the booklet of approved programs by November 1.

E. In reference to space utilization, the division chairman will complete a room data base file by August 1.

F. The division chairman will assist in the updating of transfer programs by listing approved programs by October 1, and meeting with the divisional counselor to review his role in transfer programs (November 1). The division chairman will also meet with lead teachers and the Dean of Transfer Programs by November 15.

G. On the basis of the projected enrollment for 74-75 faculty needs for 74-75 will be specified. This will be completed by November 20, 1973.

H. To assist in the multi-year plan (MYP) Resource Allocation and Management Program (RAMP) a new mission statement will be developed for the Communications Division.

III. PERSONAL

A. The division chairman will complete and submit a professional article for publication in a reputable academic journal. This goal will be considered achieved when the article is submitted by March 15, 1974.

III. Personal (Cont'd.)

B. The division chairman will be the chairman of the Fall, 1973 regional conference of the American Association for Higher Education. This goal will be considered achieved when the program is organized for and completed on November 2, 1973.

C. The division chairman will attend at least two professional meetings in the English and Speech disciplines as well as in academic administration.

CHAIRMAN, ENGINEERING AND RELATED TECHNOLOGIES DIVISION
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Prepare proposed curricula in:

1. Power Mechanics Technology
   Desired date: October 1, 1973
   Probable date: November 1, 1973
   Latest date: December 1, 1973

2. Building Construction Technology
   Desired date: December 1, 1973
   Probable date: January 1, 1974
   Latest date: March 1, 1974

B. In conjunction with appropriate divisional and administrative personnel, develop and initiate job opportunity surveys for:

1. Electronic Mechanics Program
   Desired completion date: December 1, 1973

2. Noise Measurement and Control
   Desired completion date: December 1, 1973

3. Electromechanical Technology
   Desired completion date: February 1, 1974

4. Civil Engineering Technology
   Desired completion date: March 1, 1974

C. Assist the Dean of Transfer Programs in conducting a feasibility study for a time-shared computer with local high schools.

1. Participate in a preliminary meeting prior to August 15, 1973.

2. Feasibility study completed by October 15, 1973.

3. Participate in a one day conference on computers by November 15, 1973.

4. Assist in the development of a proposal to be submitted by December 1, 1973.

II. PROBLEM SOLVING

A. Displays for division recruiting efforts. Design for folding mechanized display completed by January 1, 1974.

B. Review the division organization and reporting functions. Proposal made by December 1, 1973.

C. Participation in developing the educational specifications for buildings G, H, and I. Completed by November 15, 1973.

D. Assist the Dean of Career Programs in implementing M.B.O. for program coordinators as stated in the revised faculty evaluation system documents.

E. Review division facilities needs through 1977. Complete by January 15, 1974.

F. Review staff projections through 1976. Recommendations and revisions completed by March 1, 1974.

G. Evaluate existing courses and curricula paying particular attention to course contact hours. Recommendations completed by April 1, 1974.

H. Update the EGR and ARC transfer program information by October 1, 1973 and check program alignment with major area of study report by December 1, 1973.

I. Work with division personnel on a suitable seminar course for Liberal Studies Program.

J. Work with division personnel on ten division questions for student evaluation form. Completed by October 1, 1973.

III. ROUTINE

The routine divisional goals will be accomplished according to the established schedule.

CHAIRMAN, HUMANITIES DIVISION
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. To assist Dean Birkholz in implementing MYP and RAMP. To be considered achieved when:

1. Division restates its mission and submits it by October 11 to Dean Birkholz.

2. Data is supplied for comparison of projected to actual Fall 1973 enrollments to Dean Birkholz via appropriate forms by September 8.

3. Data is supplied for projections for 1974-75 via appropriate forms to Dean Birkholz by November 16.

B. To strengthen interaction between Harper College and district high schools by joint efforts for common enterprizes. This is considered to be achieved when the following events are held at the appropriate due dates:

1. High school student art competition held at Harper's campus by November 30, 1973.

2. A combined Harper College-High School Spring Arts Fair is held by May 30, 1973.

   a. Initial and one follow-up meeting of representatives of Harper College and High Schools is held by October 30.

   b. A preliminary report and budget is submitted to Dean Birkholz by December 15.

   c. Scheduling and location of events is fixed and submitted to Director of Student Activities by January 11.

3. A joint Harper College-High School proposal for public education and curriculum development grants related to the USA Bicentennial Celebration is submitted to the Illinois Bicentennial Commission, Illinois Arts Council and the National Endowment for the Humanities by June 15, 1973.

   a. One preliminary meeting of Harper College and high school representatives is held prior to November 15.

   b. A schedule of planning meeting dates is submitted to Dean Birkholz by December 15.

   c. A first draft of a proposal is prepared by April 12 and reviewed by participants by May 10.

I. Innovative (Cont'd.)

C. To place career coordinators on MBO on a trial basis. To be considered achieved when:

1. The career coordinators and I agree and submit a list of their goals to me by September.

2. I submit a review thereof to Dean Cormack by September 15.

D. Formulate new courses. To be considered achieved when courses are passed through Curriculum Committee by December 15.

E. Broaden the base and increase the teamwork in the AOC as its Chairman. To be considered achieved when:

1. I personally request agenda items from 75% of the members, 75% of the time, four days prior to the Tuesday meeting days.

2. Membership is extended to additional cost centers in the Academical Affairs area by August 15.

3. I personally check with one non-member for special agenda or information or other liaison activities by Friday prior to each meeting.

4. Agenda list is distributed by Friday prior to the Tuesday meeting day.

5. I initiate five additional meetings or task forces each semester regarding special issues concerning subsets of the membership and resource people. Report to Dean Birkholz on January 15 and May 15.

II. PROBLEM SOLVING

A. The portion of the Master Plan for Harper College that concerns Humanities and Fine Arts is updated for 73-74 fiscal year. To be considered achieved when:

1. I attend a one day seminar for Division Chairmen concerning same by August.

2. The educational specifications for the following buildings are complete and submitted to Dean Birkholz:

a. Theatres--Consultation with Mr. Falk and Mr. Lewis is completed by September 1 (confirming memo to Dean).

b. Building K - October 30

c. Building L - November 30

II. Problem Solving (Cont'd.)

B. New space utilization system is implemented. To be considered achieved when room date base file is complete and submitted to Dean Birkholz by August 1.

C. The Transfer Programs are updated. To be considered achieved when a list of approved division transfer programs is submitted to Dean Birkholz by August 1.

D. To implement facilities moves and planning. To be considered achieved when:

1. Plans for moving into "P" building are submitted to Dean Birkholz by December 15.

2. Detailed plans for "L" & "K" buildings are submitted to Dean Birkholz by April 1.

3. A report on the move of the music staff, courses and equipment to "P" building is submitted to Dean Birkholz on March 15.

E. To review staffing patterns. To be considered achieved when preliminary recommendations are submitted to Dean Birkholz and Dean Cormack on October 30.

F. To fix faculty input to student evaluation form. To be considered achieved when a revised version is submitted to Dean Birkholz by October 11.

G. Continue to expand alternatives to traditional classroom instruction (i.e. CLEP, credit by examination, learning modules and recorded materials) to provided viable learning alternatives for students. To be considered achieved when:

1. An analysis of learning alternatives is made and submitted to Dean Birkholz by the Humanities & Fine Arts Division by September 17, 1973.

2. The Humanities & Fine Arts Division is committed to and has developed at least 5-10% additional examinations by which credit can be achieved. This is to be done and submitted to Dean Birkholz by November 21.

III. ROUTINE

To be considered completed when the due dates listed in Routine Objectives for Academic Affairs are met for each item except for changed or additions noted below.

A. Publications

1. Catalogue
2. Brochures

III. Routine (Cont'd.)

3. Schedules
   a. Spring 1974 Revision - to be considered achieved when revision is returned to Dean Birkholz by October 15, 1973.
   b. Summer 1974 Revision - to be considered achieved when submitted to Dean Birkholz by October 29, 1973.
   c. Fall Schedule - 1974
   d. Spring Schedule - 1975
   e. Summer Schedule - 1975
4. Special Advertising
   a. Fall - August 15 - to be considered achieved when consultation with Dean Fuller or designatee is completed by August 10.
   b. Spring - January 15 - to be considered achieved when consultation held with Dean Fuller and Director Borelli by January 11.
   c. Summer - May 15 - to be considered achieved when consultation held with Dean Fuller and Director Borelli by April 15.

B. Program Review and Staffing Plan

1. Evaluation Process
2. Promotion Process
3. Retention
4. Staff 1974-75
5. Tenure Process
6. Part-time Faculty
7. Sabbatical Leave Reviews
8. Average Class Size

C. Planning Process

1. Budget
2. Equipment and Facilities

D. Curricular Planning

1. Curriculum Committee
2. Articulation - see proposal under Innovative Objectives
3. Division Meetings

E. Appraisals, to be considered achieved when I have had an appraisal session with the appropriate Deans by the dates mentioned in the Routine Goals.

F. Implement new and revised courses. This is to be considered achieved when:

1. The courses are offered Fall and Spring
2. A review report on these classes is provided to Dean Birkholz or Dean Cormack by December 15.

III. Routine (Cont'd.)

G. Implement courses offered in new formats, at new sites, or to newly grouped clients. Considered achieved when:

1. Art, Music, Humanities, and Philosophy courses are offered Fall and Spring.

2. A review report is submitted to Dean Birkholz and Dean Fuller by March 1.

H. Integrate, orient, and evaluate part-time staff. To be considered achieved when:

1. An orientation session is held prior to September 10.

2. Evaluations are submitted to my office by November 15 and April 11.

3. A report is submitted to Dean Birkholz and Dean Cormack by December 15 and May 30.

I. Survey Career Graduates of 1973. To be considered achieved when:

1. FAS and IND coordinators submit a review of Lucas' findings to me by November 30.

2. I submit a summary and review to Dean Cormack by December 15.

IV. PERSONAL

A. Formal education. To be considered achieved when I have completed two one quarter courses in the Administration and Organizational Behavior MS Program at George Williams College by June 15.

B. Reading in management aspects of education in subject matter areas of the Humanities and Fine Arts Division. To be considered achieved when I have completed one book or five (5) articles each in Art, Music, general Humanities and applied Design by June 1.

C. Publication. To be co nsidered achieved when one article has been submitted for publication and one copy sent to Dean Birkholz by May 1.

CHAIRMAN, LIFE AND HEALTH SCIENCES
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Develop a plan for entering into a formal agreement with nearby community colleges to exchange student places in certain career programs so as to offer programs to Harper students which are not currently available. This objective will be considered achieved when the following has been achieved:

1. A formal agreement is presented to the Board of Trustees by December 15, 1973, which allows for exchange of students between Harper and two other programs.

B. To be involved in the continuing development and implementation of a Park Management career program. This objective will be considered achieved when the following has been achieved:

1. Necessary approvals are received and the program is implemented by September, 1974.

II. PROBLEM SOLVING

A. To develop and implement the procedures necessary for the occupancy of the new facilities being added to Building D. This objective will be considered achieved when the following has been accomplished:

1. A plan for assigning space for appropriate staff and instructional needs is submitted by September 1.

2. A list of required capital equipment needs is submitted to the Business Office by September 15.

3. All instructional capital equipment has been requisitioned by September 1, and purchase orders issued by December 15.

4. Contingent upon construction problems, staff offices be occupied by February 15, and instructional space be usable by March 15.

B. An on-going articulation program with High School Districts 211, 214, and 224 is established. This objective will be considered achieved when the following has been achieved.

1. A plan for articulation meetings with Biology and Physical Education faculties from the underlying high school districts is formalized by December 1, 1973.

II. Problem Solving (Cont'd.)

2. Articulation meetings have been conducted by February 15.

3. A report is submitted to Dean of Transfer Programs relating to results of the meetings and any recommendation regarding future meetings is completed by March 1.

C. Maintain and strengthen liaison efforts between Harper College and the various communities' agencies serving the Health Career programs. This objective will be considered achieved when the following has been achieved:

1. Two visitations with each agency to discuss the relationship between the College and the clinical agency. The first visitation will be completed by September 15, the second by May 15.

2. Cooperative agreements for the 1973-74 year are approved by the respective Boards by December 15, 1973.

3. A report is submitted to the Dean of Career programs by June 1, 1974, to summarize the utilization of clinical agencies in the Health Career programs.

D. Arrange for Audit of Biological Sciences program as it relates to supports for the allied health programs. This objective will be considered achieved when the following has been achieved:

1. Meeting with Biology faculty to discuss and determine the charge for the audit team and members are recommended by September 15.

2. The members of the audit team are selected and a date for the audit is set by December 15.

3. The audit is completed by March 15 and the report is reviewed and recommendations are made by April 15.

III. ROUTINE

A. The routine goals, as established by the Vice President of Academic Affairs and the Deans of Transfer and Career Programs, which relate in part to the Division of Life and Health Sciences, become the routine goals for this Division. Specifically, this refers to goals pertaining to Publications, Brochures, Schedules, Special Advertising, Program Review and Staffing Plan, Promotion, Retention, Staffing Needs, Tenure, Part-time Faculty, Sabbatical Leave, Class Size, Budget Planning Process, Curricular Planning, and Articulation. This objective will be considered achieved

III. Routine (Cont'd.)

when the following has been accomplished:

1. The required data from this division is submitted accurately and promptly in accordance with established deadlines and guidelines.

IV. PERSONAL

A. Expand professional development in Allied Health Education area. This goal will be considered achieved when the following has been achieved:

1. Attend at least three professional meetings, conferences or seminars that relate to the Allied Health education by May 1, 1974.

2. Membership is acquired in one professional organization related to Allied Health Education by December 15, 1973.

CHAIRMAN, MATHEMATICS AND PHYSICAL SCIENCES DIVISION
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Explore additional course needs and modifications in divisional offerings. This goal will be achieved when:

1. Limited changes per reports of 1972-73 surveys are proposed to the Dean of Transfer by October 1.

2. A review of alternatives to classroom instruction offered by this division is made by September 22.

3. Proposed changes are submitted to the Curriculum Committee by November 1.

4. A report of divisional transfer programs with revisions is forwarded by October 1.

B. Articulation with district schools is improved. This goal will be achieved when:

1. Each district high school science department has been visited by April 15.

2. Each elementary district has been contacted with respect to cooperative efforts in science teaching problems by May 15.

3. Cooperative efforts in adult and continuing education in science are explored with the high school districts through the Dean of Continuing Education by February 15.

C. Continuing development of instructional use of the computer is explored. This goal will be achieved when:

1. Feasibility of a district consortium for instructional use of the computer is investigated including:

a. A survey of present efforts in district schools by October 1.

b. A survey of national examples by October 15.

c. A summary of advantages and disadvantages is developed by November 1.

d. Further steps toward early implementation are taken if deemed necessary as directed by the Dean or Vice-President.

2. A survey is made of test generation programs and recommendation for implementation or purchase is forwarded by Janaury 1.

I. Innovative (Cont'd.)

3. A survey is made of available statistics packages and recommendation for implementation or purchase is forwarded by March 1.

II. ROUTINE

A. Achieve routine objectives as prescribed by the Vice-President of Academic Affairs and the Dean of Transfer Programs. This goal will be achieved when the routine objectives for academic affairs are accomplished according to the Gantt chart and the guidelines distributed by the Vice-President and the Dean.

III. PROBLEM SOLVING

A. To improve the divisional planning and budgeting process. This goal will be achieved when:

1. Reports on credit hour generation for this division are completed by September.

2. Room data for this division is compiled by August 1.

3. An estimate of future faculty needs and related data is forwarded by November 20.

B. Strengthen the relationship between divisional faculty and offerings and career/vocational programs. This goal will be achieved when:

1. Meetings are held with the lead teachers on this topic by October 1, and one divisional meeting is devoted to to this topic each semester.

2. Feasibility for a "scientific programming" option of data processing programs is investigated and recommendations are forwarded to the Dean of Career Programs by November 15.

3. Division offerings which serve as "service courses" for career programs are reviewed and compared by the faculty and division chairman, and position papers are forwarded according to the following schedule:

Mathematics	December 15
Physics	January 15
Chemistry	March 15
Other	As needed

4. Meetings are held with the divisional counselors and the division chairman of Life and Health Sciences Division and the division chairman of Engineering and Related Technologies Division to clarify their roles in counseling and placement in courses offered by this division.

III. Problem Solving (Cont'd)

5. Continued study of environment-related programs is made, and reports are communicated on an ad hoc basis.

IV. PERSONAL

A. Continue progress on dissertation. This goal will be achieved when:

1. At least two visits to research libraries are made each month.

2. The advisor is consulted at least twice a month.

3. A schedule for completion is developed in concert with the advisor.

B. Professional activities in mathematics and instruction computing are maintained. This goal will be achieved when:

1. At least three professional meetings or colloquia are attended by June 15.

2. At least one service has been performed for a professional organization by June 1.

3. Current developments in curricular or pedagogical matters are surveyed and results are communicated to the Deans and faculty on an ad hoc containing basis.

CHAIRMAN, SOCIAL SCIENCE DIVISION
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. An on-going articualtion program is established with High School Districts 214, 211 and Barrington. This objective will be considered achieved when the following has been accomplished:

1. A meeting with Social Science Department Chairmen in District 214 has been held by December 15, 1973.

2. A meeting with Social Science Department Chairmen in District 211 has been held by January 15, 1974.

3. A meeting with Social Science Department Chairmen at Barrington High School has been held by Feb. 15, 1974.

B. To explore the feasibility and propose a schedule for the development and implementation of additional Independent Learning Units for American History. This objective will be considered achieved when the following has been accomplished:

1. The appropriate units have been identified and a schedule for development and implementation have been established by October 15, 1973.

C. To participate in the implementation of a Multi Year Plan (MYP) Resource Allocation and Management Program (RAMP). This objective will be considered achieved when the following are accomplished:

1. Mission statement for Social Science Division is restated by October 15.

2. Compare the Projected Division needs for 1973-74 as determined in the budget with actual data based on fall enrollment by September 24, 1973.

a. Estimate of faculty needs - Form B-11a

b. Assignment of present faculty to future subject areas - Form B-11b

c. Compare division and institutional projected F.T.E. enrollment - Form B-11c

d. Verify maintenance of division full-time to part-time ratios - Form B-11c

I. Innovative (Cont'd.)

3. Based on the projected enrollment for 1974-75 complete Social Science Division faculty needs for 1974-75 by November 20, 1973.

   a. Estimate of faculty needs - Form B-11a

   b. Assignment of present faculty to future subject areas - Form B-11b

   c. Compare division and institutional projected F.T.E. enrollment - Form B-11c

   d. Verify maintenance of division full-time to part-time ratio - Form B-11c

D. To explore the feasibility and propose a schedule for the development and implementation of non-traditional modes of instruction for certain courses within the division. This objective will be considered achieved when the following have been accomplished:

1. Specific courses have been identified and a schedule for the development and implementation of non-traditional modes of instruction has been established by April 1, 1974.

E. Implementation of Teacher Aide Certificate option to the Child Development Program. This objective will be considered achieved when the following are accomplished:

1. Approval of the program by the Illinois Junior College Board by August 1, 1973.

2. Implementation of the appropriate course during the Fall, 1973 semester.

F. To be involved in the innovative development of preservice and in-service teacher education program through participation in the scheduled meetings of Commission III, Council for the Study and Development of Educational Resources during the 1973-74 academic year. This objective will be considered achieved when the following is accomplished:

1. Attend and participate in all scheduled sessions of Commission III.

G. An on-going articulation program is established with four-year colleges and universities. This objective will be considered achieved when the following is accomplished:

1. Representatives of the Social Science Division attend and participate in the Illinois Social Science Conference held in conjunction with the National Community College Social Science Conference, November 1-3, 1973 in Chicago.

II. PROBLEM SOLVING

A. To participate in the up-date of the Harper College master plan for the 1973-74 fiscal year. This objective will be considered achieved when the following is accomplished:

1. Participate in a one-day seminar concerning the master plan in August, 1973.

B. Review and develop educational specifications for Bldgs. G, H, I, J and J[1]. This objective will be considered achieved when the following are accomplished:

1. Review educational specifications for Bldgs. G, H, I by November 15.

2. Develop educational specifications for Bldgs. J and J[1] by November 15, 1973.

C. Participate in the implementation of the new space utilization system. This objective will be considered achieved when the following is accomplished:

1. Information for the room data base file is complete by August 1, 1973.

D. Participate in up-dating of Social Science Division Transfer Programs. This objective will be considered achieved when the following are accomplished:

1. A preliminary Curriculum Guide of Approved Programs is completed by October 1, 1973.

E. Attend and participate in four one-day seminars concerning the evaluation system, cost estimation, model, budget. This objective will be considered achieved when the following are accomplished:

1. August - August 23-24 agenda

2. September, 1973 - Evaluation System

3. October, 1973 - Cost Estimation Model

4. November, 1973 - Budget

F. Develop a staffing plan for the Social Science Division that reflects new tenure and promotion practices. This objective will be considered achieved when the following is accomplished:

1. Recommendations are submitted to the Deans by December 1, 1973.

II. Problem Solving (Cont'd.)

G. An evaluation of course and curriculum offerings is made. This objective will be considered achieved when the following is accomplished:

1. All division course outlines and programs are evaluated, updated, and submitted to the Dean by October 15, 1973.

H. Continue to evaluate and encourage effective utilization of Learning Resources Center services by full and part-time faculty. This objective will be considered achieved when the following is accomplished:

1. Analysis of 1972-73 utilization is made and reported to the Dean by November 1, 1973.

I. Continue to provide supervisory and secretarial staff during the evening hours of instructional operation. This objective will be considered achieved when the following is accomplished:

1. Plans are completed and implemented by September 1, 1973.

J. Prepare for, and participate in the Career Program Audit scheduled for March 11-13, 1974. This objective will be considered achieved when the following are accomplished:

1. Review with career faculty their areas of concern in Annual and Five Year Plan by January 1, 1974.

2. Review with career faculty the substance of the audit by February 1, 1974.

3. Have career faculty available for interaction with audit team between March 11-13, 1973.

K. Arrange for the continued operation of specified sections of Legal Technology Program on an extension basis in the Chicago Loop area. This objective will be considered achieved when the following is accomplished:

1. A location is identified in cooperation with Loop College by December 1, 1973.

L. Conduct a cost-benefit analysis of the Criminal Justice Program in cooperation with the Dean of Career Programs. This objective will be considered achieved when the following is accomplished:

1. Analysis is completed by January 1, 1974.

M. Arrange for an interim solution to the on-going coordination problems of the Fire Science Technology Program. This objective will be considered achieved when the following is accomplished:

II. Problem Solving (Cont'd.)

1. Recommendation is made to the Dean by August 15, 1973.

N. Involve career coordinators in the Harper College M.B.O. System and the development of objectives. This objective will be considered achieved when the following are accomplished:

1. Review of Annual and Five Year Plan by October 1, 1973.

2. Participation of career coordinators in M.B.O. Seminar.

III. PERSONAL

A. Participate in Illinois Council for the Social Studies meeting at Oak Park High School, Oak Park, Illinois, September 29, 1973. This objective will be considered achieved when the following is accomplished:

1. Serve on a panel to discuss "New Dimensions in Social Studies in Community Colleges."

B. Work closely with deans and academic vice-presidents in the accomplishment of institutional goals. This objective will be considered achieved after coaching and appraisal sessions have been completed in May, 1974.

C. Participate in administrative and organizational development programs. This objective will be considered achieved when all scheduled sessions have been attended.

D. Continue to work toward completion of Doctors degree in administration at Nova University. This objective will be considered achieved when all scheduled modules have been completed.

DEAN OF LEARNING RESOURCES
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. To coordinate an area conference on CATV to include citizens, educators, business, and township officials. Considered achieved when:

1. The conference is held prior to December 15th.

2. The conference is attended by appropriate representatives of the groups above from Harper's district and adjunct areas to the district.

3. A follow-up survey to be completed by February 1 is taken of participants to collect data on their interest or inclinations towards CATV services in the Northwest suburbs.

B. Conduct a tryout series of instructional delivery systems to provide learning alternatives for students. Considered achieved when:

1. Two continuing education TV courses in the videocassette format have been offered in the fall and spring semesters.

2. Harper participates in and provides leadership for regional TV and LRC consortium of area community colleges and has exchanged ten videotapes and specifically produced at least two television presentations for area college use by June 30, 1974.

3. Harper participates in conferences and working sessions as held by IJCB on a state ETV network.

4. At least two other alternatives (to TV) delivery systems are tried by June 30, 1974, for a continuing or adult education course or as determined feasible for a credit course.

II. PROBLEM SOLVING

A. Complete the EPDA Institute. Considered achieved when:

1. The 40 participants attend all sessions and achieve their goals as stated.

2. The Harper staff and external resource staff achieve the institute goals as stated.

3. A follow-up survey is conducted and completed by March 1.

II. Problem Solving (Cont'd.)

4. A final report is submitted by April 1 to U.S.O.E.

B. Assist in the external audit of the LRC. Considered achieved when:

1. The LRC staff has submitted a list of suggested consultants to the V.P.A.A. by September 1.

2. LRC data as called for is compiled and run-off by deadlines established by V.P.A.A. and external auditors.

3. Auditor visitation occurs by March 1st.

4. LRC staff takes appropriate action based on report or recommendations made by auditors.

C. Continue to monitor LRC organizational and operational changes. Considered achieved when:

1. Institutional publications production is centralized in LRC graphics by August 1, and work orders during the year flow through a minimum of staff as flow charted.

2. Develop input data from LRC for college M.I.S. as per timetable established by M.I.S. committee.

3. Renew efforts to computerize appropriate operations of the LRC as set forth in five phase plan. This will be done when at least three meetings with new Computer Center Director occur and a revised programming timetable is agreed upon. Implement use of ITF terminals for LRC data base by March 30.

4. Reorganization and relocation of the resources collection to be completed by September 1st.

5. Inventory of the collection to be taken in July and August, and all follow-up of missing materials to be completed by December 31st.

6. Develop and compile procedures from various LRC service areas and distribute to appropriate staff by February 1.

7. Continue to work with LRC Advisory Committee by assisting chairperson to schedule monthly meetings, develop agenda meeting the charge of the committee, and provide information and recommendations as necessary.

8. Assist other deans with serving extension centers and off-campus instruction in District 224 and area career cooperatives. This will be achieved when LRC is

II. Problem Solving (Cont'd.)

supporting these activities as requested by the staff and to the satisfaction of the other deans.

9. Work with deans and division chairmen to provide in-service training to hold appropriate sessions as defined by division chairmen to be completed by May 1, 1974.

D. Continue to develop cooperative efforts with area, regional, and state agencies. Considered achieved when:

1. The LRC participates in INFOPASS again for the '73-'74 year.

2. The LRC begins to implement the educational services approach as outlined in the CLEP project, and has this operating with N.S.L.S. by December 1st. Planning is done and other services are implemented with N.S.L.S.

III. ROUTINE

1. Maintain liaison with GT-70 consortium colleges by attending coordinator's sessions as scheduled, disseminating GT-70 materials to appropriate on-campus staff, and contacting staff and faculty as to their inputs and ideas to forward to GT-70.

2. Update LRC Five Year Plan to incorporate latest enrollment data and projections, new delivery systems, second campus, etc., and include staffing plan for tenure and promotion, to be done by March 15th.

3. Review LRC staff job descriptions and particularly refine managers' descriptions by October 1.

4. Assist other deans with master plan detailed specifications for new facilities by January 1.

5. Continue to monitor remaining '72-'73 I.D. projects and assist in incorporating I.D. approach into SPED and instructional grant projects. Considered done when SPED and grant proposals have used I.D. approach, and I.D. projects have been tried and reviewed by February 1.

6. Meet deadlines for reports and recommendations as set forth in the routine objectives for Academic Affairs.

IV. PERSONAL AND PROFESSIONAL DEVELOPMENT

1. Write two articles for professional journals to be published by June 30, 1974.

IV. Personal and Professional Development

2. Complete term of office as President of CCAIT and transfer all reports, procedures, and responsibilities to new president by June 30, 1974.

3. Fulfill committee assignments for AECT, AACJC, and other organizations, action to be taken as per their timetables.

4. Attend off-campus management seminar during the year, if funds and schedule permits.

DIRECTOR, RESOURCES SERVICE
OBJECTIVES 1973-74

I. INNOVATIVE

A. Develop plans for an automation system for Resources Service.

This objective will be considered complete when:

1. Noted automation programs will be reviewed by October 31, 1973.

2. Firm recommendations for the data system will be submitted to the Dean, LRC by December 30, 1973.

B. Assist in the development of new instructional delivery systems for academic courses.

This objective will be considered complete when:

1. Both circulation services will have identified specific commitments that can be made to new systems no later than May 1, 1974, upon their completion.

II. PROBLEM SOLVING

A. To assist in the external audit of the LRC.

This objective will be considered complete when:

1. Recommendations for consultants have been submitted to the Dean, LRC by August 15, 1973.

2. Appropriate data as requested by the Dean, LRC be submitted on time.

B. To study and reorganize clerical staff in the RS operation.

This objective will be considered complete when:

1. An identification of all clerical tasks is completed by October 1, 1973.

2. Appropriate reassignments have been made and implemented by December 1, 1973.

C. To cost out the hours of operation of Resources Service.

This objective will be considered complete when:

1. A report is submitted to the Dean by November 15, 1973.

II. Problem Solving (Cont'd.)

D. Continue development of maintenance and training function for technical staff.

This objective will be considered complete when:

1. The new training program is implemented, September 1,1973.

2. All staff who are assigned to training development tasks will have completed this training within a one month period and that information placed in their folders.

3. Appropriate data regarding these training functions is included in the semester reports submitted to the Dean, LRC.

E. To support and assist in development of the Harper MIS System.

This objective will be considered complete when:

1. The new Resources Service data system has been adapted to the MIS model.

2. Other appropriate information regarding management of RS is complete and submitted as per MIS development schedule.

F. To reorganize and relocate the print collection of LRC.

This objective will be considered complete when:

1. This relocation project is complete by August 20, 1973.

2. A final appraisal of the move is submitted by the Print Circulation Librarian no later than February 1,1974.

G. To compile and organize Resources Service procedures.

This objective will be considered complete when:

1. These are written and submitted to the Dean, LRC no later than December 1, 1973.

H. Develop support from RS to extension centers around the area communities.

This objective will be considered complete when:

We have met appropriate requests from the various academic agencies.

II. Problem Solving (cont'd.)

I. To evaluate a new approach to circulation control by the temporary elimination of fine structures for the 1973-74 school year.

This objective will be considered complete when:

1. A complete report with recommendations for 1973-74 is completed and submitted to Dean, LRC.

J. To develop the educational specifications for projected and new buildings with emphasis on J-Prime.

This objective will be considered complete when:

1. This is completed by September 30, 1973.

III. ROUTINE

A. Participate in the updating of the LRC 5 year plan.

This objective will be considered complete when:

1. A study of the eventual utilization of the third floor of "F" building is complete by February 15, 1974.

2. All areas of the Long Range Plan have been reviewed, discussed, and recommendations made by February 15,1974.

B. Review job descriptions for all Resources Service personnel.

This objective will be considered complete when:

1. Necessary modifications have been made to the professional staff descriptions and submitted to the Dean by September 1, 1973.

2. Necessary modifications have been made to the classified positions and communicated to the Personnal Office by September 15, 1973.

C. Collect and disseminate appropriate data regarding the RS operations.

This objective will be considered complete when:

1. A report is submitted to the Dean, LRC no later than two weeks after the end of each semester.

D. Other Academic Affairs goals as they apply.

IV. PERSONAL GOALS

A. Continue my responsibilities as President of the Illinois Audiovisual Association.

This objective will be considered complete when:

1. I have scheduled and conducted appropriate Board meetings and conventions.

B. Continue graduate work in Educational Administration at NIU.

This objective will be considered complete when:

1. I have completed no fewer than six hours of credit during the academic year.

C. To write an article regarding Management in Education.

This objective will be considered complete when:

1. I have completed an article and submitted it for publication no later than May 1, 1974.

PRINT CIRCULATION LIBRARIAN
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Supervise and coordinate move and reorganization of print circulation materials and furniture.

This objective will be considered complete when:

Materials, shelf and furniture have been arranged in the agreed upon arrangement by September 1, 1973. A final appraisal of the move will be submitted to the Director, Resources Service no later than December 15,1973, for study, comment and final assessment.

B. Assist Director, Resources Service in development and revitalization of RS automation program.

This objective will be considered complete when:

1. Noted automation programs will be reviewed by October 31, 1973.

2. Firm recommendations for the data system will be submitted to the Director, Resources Service by December 15, 1973.

C. Implement, monitor and supervise the FINE REMOVAL on print materials beginning with the Fall Semester 1973.

This objective will be considered complete when:

A progress report, with appropriate amendments, updates, and recommendations has been submitted to the Director, Resources Service by November 15, 1973, and final recommendations made by April 1, 1974.

II. PROBLEM SOLVING

A. Examine specific career areas of print circulation to ascertain level of support to instructional program and interview appropriate career coordinator to determine NEEDS and DESIRES in respective field.

This objective will be considered complete when:

Examination, interview and written report on no fewer than six (6) areas are completed by March 15, 1974.

II. PROBLEM SOLVING CONT'D.

B. Assist Director, Resources Service in increasing efficient utilization of existing staff members' time in performance of RS tasks.

This objective will be considered complete when:

Job descriptions are rewritten--in conjunction with Ron Short--by September 15, 1973.

C. Assist RD in external audit of LRC.

This objective will be considered complete when:

1. Recommendations of possible consultants are made by August 1, 1973.

2. Requested auditing data is submitted within deadlines established. Assist the audit team upon arrival.

D. Assist PD in cost analysis of Print Circulation operation.

This objective will be considered complete when:

Appropriate information is submitted to PD by November 1,1974.

E. Assist in study of tentative utilization of top floor of "F" building.

This objective will be considered complete when:

Report submitted to PD on request.

F. Compile and organize Print Circulation procedures.

This objective will be considered complete when:

Report submitted to RD by November 1, 1973.

G. Develop Print Circulation support to extension centers.

This objective will be considered complete when:

PD requests it.

III. ROUTINE

A. Refine guidelines and working plans for further cooperative services ideas between RS Print Circulation and community agencies.

III. ROUTINE CONT'D

A. This objective will be considered complete when:

At lease one meeting has been achieved with each area representative before June 1, 1974.

B. Develop and/or modify print specs for Director's use of RS print portion of 5 year plan.

This objective will be considered complete when:

Information requests from PD are met.

C. Review and refine: 1) personal job description, 2) in-service efforts for faculty and students, 3) interaction of print/media staff effort, 4) print reported data ("accountability"), 5) staff evaluation procedures.

This objective will be considered complete when:

Each area question is dealt with no later than October 1,1973.

D. Generate appropriate lists with "candidates for discard" based on various factors.

This objective will be considered complete when:

Factors list is submitted, once per semester, to responsible processing professional.

E. Involve classified staff in process of "professional" developments.

This objective will be considered complete when:

Each staff member has visited one other c.c. each semester.

F. Submit semester report data to Director, Resources Service one week after completion of each semester.

This objective will be considered complete when:

Report submitted on time.

MEDIA CIRCULATION SUPERVISOR
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Make available to faculty, a weekly listing of the rental media and preview media in LRC.

This objective will be considered complete when:

A listing of the rental media and preview media in LRC is posted each Monday in each of the division offices, plus Counseling, Administration and LRC.

B. Do a feasibility study for Harper LRC on cost factor of owning, renting or leasing 16mm films.

This objective will be considered complete when:

A report is filed with Director by April 1, 1974.

C. Assist Director, Resources Service in development and revitalization of RS automation program.

This objective will be considered complete when:

1. Noted automation programs will be reviewed by October 31, 1973.

2. Firm recommendations for the data system will be submitted to the Director, Resources Service by December 15, 1973.

II. PROBLEM SOLVING

A. Develop and compile procedures of the nonprint circulation area.

This objective will be considered complete when:

Procedures are compiled and available by November 1, 1973.

B. Inventory of nonprint missing materials compiled.

This objective will be considered complete when:

A list is available by December 15, 1973.

C. Assist in supplying media hardware and software to extension centers and area career cooperatives.

This objective will be considered complete when:

II. PROBLEM SOLVING CONT'D

C. Material supplied to satisfaction of requestors.

D. Develop method of reporting to faculty our nonprint holdings.

This objective will be considered complete when:

Report is submitted to Director by May 31, 1974.

E. Collaborate with two other areas of the college in writing of title programs.

This objective will be considered achieved when:

Two applications for titles have been submitted per their deadlines.

F. Improve usage of present LRC nonprint holdings by staff and students.

This objective will be considered achieved when:

Semester statistics show actual increase in usage .

G. Improve services to part time and continuing education staff.

This objective will be considered achieved when:

Deans and staff of these areas report greater satisfaction.

H. To develop the educational specifications for projected and new buildings with emphasis on J-Prime.

This objective will be considered complete when:

This is completed by September 20, 1973.

I. Assist in external audit of LRC.

This objective will be considered complete when:

1. Consultants recommended by July 30, 1973.

2. Data collection as per Director, Resources Service.

III. ROUTINE

A. Assist in presentation of in-service material for academic areas of college.

III. ROUTINE CONT'd.

A. This objective will be considered complete when:

1. Fall orientation - 100% of full time staff and administration have been exposed to circulation area services by October 15th plus lecture/demo facilities and operation. In addition when 75% of part time and continuing education staff have been exposed by October 31, 1973.

2. Lecture/Demo orientation - 100% of faculty using facilities have been exposed to its workings and capabilities with personal contact and multimedia systems description handout by October 10, 1973.

3. General orientation - work with other LRC personnel in giving various faculty in-service as desire expressed.

4. Semester data is submitted to Director one week after end of each semester.

B. Continue development and training function of nonprint staff.

This objective will be considered achieved when:

Each member of staff has enrolled in course work, visited other schools or participated in training workshops and appropriate LRC training tasks.

IV. PERSONAL AND PROFESSIONAL

A. Continue graduate training in Educational Administration.

This objective will be considered achieved when:

I have completed three credit hours during 1973-74.

B. Complete requirements for admittance to Doctoral program in Educational Administration area of Instructional Media.

This objective will be considered achieved when:

I have fulfilled all requirements and am fully admitted by June 1974.

C. Join appropriate national, state and local professional associations and attend appropriate meetings.

IV. PERSONAL AND PROFESSIONAL CONT'D.

C. This objective will be considered achieved when:

Membership has been achieved in AECT, IAVA and Chicago Suburban Roundtable plus attendance and participation in 75% of their meetings (dependent on funds).

D. Be on a committee for IAVA or Chicago Suburban Roundtable.

This objective will be considered achieved when:

I have been nominated to a committee and have actively participated during 1973-74.

RESOURCE REFERENCE SPECIALIST
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Assist Director, Resources Service, in making recommendations for revitalizing the automation program in the Reference area.

This objective will be considered complete when:

Recommendations are submitted to the Director, Resources Service prior to December 15, 1973.

B. Make the faculty more aware of the bibliographic services available from Resources Service by distributing one or more bibliographies on selected subjects.

This objective will be considered complete when:

The bibliography on WOMEN - IMAGES IN THE PAST is distributed prior to October 1, 1973.

C. Plan an individualized orientation to Resources Service.

This objective will be considered complete when:

This is ready for use by Fall of 1974.

II. PROBLEM SOLVING

A. Establish and implement a procedure for keeping the Reference section current and for discarding out-of-date reference material.

This objective will be considered complete when:

This has been completed by October, 1973.

B. Assist in external audit of LRC.

This objective will be considered complete when:

1. Consultants recommended by July 30, 1973.

2. Data collection as per Director, Resources Service.

C. Assist in cost analysis of hours of operation.

This objective will be considered complete when:

Information is submitted as per Director, Resources Service.

II. PROBLEM SOLVING CONT'D.

D. Assist in study of utilization of 3rd floor of "F" building.

This objective will be considered complete when:

Report is submitted as per Director, Resources Service.

E. Compile and organize reference procedures.

This objective will be considered complete when:

This is submitted to Director, Resources Service by November 1, 1973.

F. Revise videotape on library as needed.

This objective will be considered complete when:

The revision has been completed by October 15, 1973.

G. Develop reference support to extension centers on request from Director

III. ROUTINE

A. Provide reference service to all users.

This objective will be considered complete when:

1. Meeting individual and group requests for library instruction has been accomplished.

2. Bibliographies have been prepared at faculty request.

3. Verticle file, archives, interlibrary loans and reference section have been maintained.

B. Continue to gather and refine reference service data.

This objective will be considered complete when:

Data has been submitted to Director, Resources Service no later than one week after end of each semester.

C. Assist in faculty in-service programs as needed.

D. Assist in an update of Resources Service portion of 5 year plan.

This objective will be considered complete when:

III. ROUTINE CONT'D.

D. This has been completed by February 1, 1974.

E. Select appropriate material for the reference collection.

This object will be considered complete when:

Recommendations have been made for purchase.

F. Cooperate with Processing Service, Acquisitions, to increase faculty involvement in the selection process.

This object will be considered complete when:

Reviews of recent publications have been made to appropriate faculty members.

MEDIA SPECIALIST
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Participate and assist, where appropriate, in an area conference on CATV.

This objective will be considered achieved when:

Conference attended by December 15, 1973.

B. Assist in the selection or development of instructional delivery systems to provide learning alternatives for students.

This objective will be considered achieved when:

1. Bibliographies of commercial video cassette programs appropriate to the two continuing education TV courses are compiled no later than May 1, 1974, or on request.

2. Participate, upon request, in conferences and working sessions sponsored by IJCB relative to a state ETV network.

3. Provide bibliographic research, upon request, into commercially available media that may be appropriate for alternate delivery systems for the continuing adult education course.

C. Review and research evaluative media resources available commercially by October 1, 1973.

This objective will be considered achieved when:

Purchases are recommended and media bibliographies are being used upon arrival (between November and January).

D. Conduct student interviews in the subject areas in which the LRC got relatively low ratings in the 1972 Office of Development and Planning Survey, to determine what the problems are and how they can be overcome.

This objective will be considered achieved when:

Interview results reported to Director, Resources Service by March 1, 1974.

E. Become more familiar with the Harper film collection by previewing at least one new title per week. The newest titles will be previewed first as well as those of a more possible general interest.

I. INNOVATIVE CONT'D.

E. This objective will be considered achieved when:

Information relative to these titles has been disseminated to appropriate faculty in interviews.

F. Begin implementing first phase of Resources Service in-service program for faculty planned in 1972-73. Implementation dependent upon cooperative effort of Resources Service and other LRC agencies.

This objective will be considered achieved when:

First phase is completed by February 1, 1974.

II. PROBLEM SOLVING

A. Assist in the external audit of the LRC.

This objective will be considered achieved when:

1. Recommendations of possible consultants are made by August 1, 1973.

2. Requested auditing data is submitted within deadlines established. Assist the audit team upon arrival.

3. Take appropriate action based on recommendations made by auditors.

B. Explore alternative computerized systems for Resources Service data base and assist the Resources Service Director in determining types of RS data to be automated.

This objective will be considered achieved when:

1. When at least two outside computer companies are contacted to discuss their hardware, software and costs by October 1, 1973.

2. Appropriate RS data base input information to be submitted to RS Director by December 20, 1973.

3. Assist in submitting grant proposal for computer hardware system by March 30, 1974, should our efforts with the Computer Center not be realized.

C. Assist in compiling procedures relative to the Media Specialist functions.

This objective will be considered achieved when:

II. PROBLEM SOLVING CONT'd.

C. Cont'd.

Procedures are compiled and available for distribution by November 1, 1973.

D. Assist the Dean and Director of Resources Service, when appropriate, in serving extension centers and off-campus instruction in District #224 and area career cooperation.

This objective will be considered complete when:

These activities are supported, upon request, to the satisfaction of the Dean, RS Director.

E. Determine faculty not interviewed or consulted in 1972-73.

This objective will be considered complete when:

At least 80% of faculty contacted by January 1, 1974.

F. Review "pending" problems in 1972-73 Consultant Reports.

This objective will be considered complete when:

Problems have been resolved by December 31, 1973.

G. Assist the RS Director, on request, with the utilization study of the third floor of "F" building.

This objective will be considered complete when:

Report is filed with the Director by March 15.

III. ROUTINE

A. Provide ideas, input, and feedback to the Dean, Resources Service relative to GT-70, upon request.

B. Assist in up-dating the LRC Five Year Plan relative to Resources Service.

This objective will be considered complete when:

This has been completed by February 1, 1974.

C. Continue to participate in the I.D. program and assist I.D. participants. Assist the Dean in continuing efforts to incorporate the I.D. approach into SPED projects.

III. ROUTINE CONT'D.

C. This objective will be considered complete when:

SPED proposals have used the I.D. approach and I.D. projects have been tried and reviewed by February 1, 1974

D. Assure a higher preview rate by faculty of all educational media.

This objective will be considered complete when:

At least 50% of the faculty who haven't responded to written preview notifications are contacted personally and reminded.

E. Interview and consult with between 250-400 faculty by June 1, 1974, regarding LRC instructional related matters.

This objective will be considered complete when:

Bi-monthly reports, submitted to Director, include at least 250 interviews by the end of the year.

F. Send media brochures and reviews to at least 2/3 of the fulltime faculty and administrators.

This objective will be considered complete when:

The brochures are sent out by June 1, 1974.

G. Schedule booklist preview sessions, participate as a member, and contact subject matter specialists regarding meetings when appropriate.

This objective will be considered complete when:

Booklist preview sessions have been scheduled and I have participated as a member and the specialists have been notified of meetings.

H. Attend between six to eight departmental or divisional meetings for purpose of disseminating LRC information.

This objective will be considered complete when:

This has been completed by June 1.

I. Interview new departmental and division heads to relate role of LRC.

This objective will be considered complete when:

Departmental and division heads have been interviewed by October 30, 1973.

III. ROUTINE CONT'D.

J. Continue LRC in-service training program with new faculty in conjunction with Media Circulation Specialist relative to LRC procedures, lecture/demo operations, electronic distribution and roles of various LRC staff.

This objective will be considered complete when:

All new faculty have been briefed by October 1, 1973.

K. Participate in appropriate meetings.

This objective will be considered complete when:

1. 90% of scheduled college meetings of which the Media Specialist is a member, is attended, barring work schedule conflicts.

2. At least two conferences sponsored by IAVA, AECT or Chicago Suburban Roundtable are attended by May 1,1974.

L. Compile at least twelve media bibliographies for faculty, pending request for these services.

This objective will be considered complete when:

Bibliographies have been completed by June 1, 1974.

M. Continue efforts in encouraging, developing, and assisting in implementing AT and I.S. programs.

This objective will be considered complete when:

Nursing Director, Social Science Coordinator and other AT coordinators register satisfaction with support as expressed in interview reports.

N. Refer faculty requests to appropriate LRC person.

This objective will be considered complete when:

At least fifty referrals are directed to the three LRC service agencies by June 1, 1974. Number of referrals to be validated by counting standard forms stamped "referral."

O. Accept additional responsibilities delegated by the Resources Service Director.

MEDIA SYSTEMS ENGINEER
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Develop systems specifications as required for architects' master plan development.

This objective will be considered complete when:

I have met all dates requested for systems specifications.

B. Assist in the tryout of alternate delivery systems by providing appropriate technical support.

This objective will be considered complete when:

Assistance has been provided as requested no later than May 1, 1974.

C. Develop an automated statistics processing system for maintenance, repair, and construction activities using the ITF computer.

This objective will be considered complete when:

The system is operational by March 30, 1974.

D. Design addition to current television production system to give color production capability.

This objective will be considered complete when:

Proposal has been submitted to Television Producer-Director and Director, Resources Service by December 28,1973.

II. PROBLEM SOLVING

A. Develop in-service training programs to be used in training technical personnel in the maintenance and repair of electronic equipment and systems.

This objective will be considered complete when:

1. A training program on RF System preventative maintenance has been submitted to the Director, Resources Service by October 19, 1973.

2. A training program on Audiovisual Equipment preventative maintenance has been submitted to the Director, Resources Service by December 28, 1973.

II. PROBLEM SOLVING CONT'D.

A. 3. A training program on Video System preventative maintenance has been submitted to the Director, Resources Service by February 15, 1974.

4. A training program on Audio Systems preventative maintenance has been submitted to the Director, Resources Service by March 30, 1974.

B. Assist in the training of LRC technical personnel in the operation of equipment or systems.

This objective will be considered complete when:

Training is provided and requested.

C. Design and supervise the construction of the Remote TV production package.

This objective will be considered complete when:

There is a working, integrated production package by June 30, 1974.

D. Develop a formal procedure for periodic preventative maintenance of all LRC electronic equipment.

This objective will be considered complete when:

A plan has been submitted and approved by the Director, Resources Service and the Television Producer-Director by October 5, 1973.

E. Design and supervise the installation of modifications to the lecture/demo systems to increase their effectiveness and ease of operation.

This objective will be considered complete when:

All seven systems are modified by May 30, 1974.

F. Assist in an update of Resources Service portion of 5 year plan.

This objective will be considered complete when:

This has been completed by February 1, 1974.

G. Investigate and recommend procedures to eliminate the lighting system problems in the E and D building lecture/demo halls.

II. PROBLEM SOLVING CONT'D.

G. This objective will be considered complete when:

A report has been submitted to the Director, Resources Service by November 16, 1973.

H. Develop job procedure for position of Media Systems Engineer.

This objective will be considered complete when:

These are written and submitted to the Director, Resources Service by November 16, 1973.

III. ROUTINE

A. Coordinate and supervise the installation of any new systems.

This objective will be considered complete when:

All systems meet spec prior to approval for payment.

B. Maintain appropriate AV equipment.

This objective will be considered complete when:

1. Cleaning, testing and performing preventative maintenance duties on all appropriate AV equipment at a minimum of twice a year is met.

2. Aid in the inventory of AV equipment is given.

C. Provide appropriate input to the Director, Resources Service for the generation of the 1974-1975 budget, as per college deadlines.

This objective will be considered complete when:

All data has been submitted to the Director, Resources Service per college deadlines.

D. Assist in the evaluation of the technical staff, as requested.

E. Assist in the review of the technical staff and Media Systems Engineer job descriptions.

This objective will be considered complete when:

Input has been supplied as requested.

III. ROUTINE CONT'D

F. Continue to develop and monitor cross-departmental working relationships among the technical staff.

This objective will be considered complete when:

At least one meeting of the technical staff is held each month.

IV. PERSONAL AND PROFESSIONAL

A. Extend my practical knowledge of electronic product design.

This objective will be considered complete when:

I have designed and (contingent upon funding) constructed a prototype multiple slide projector programmer by June 30, 1974.

B. Participate in appropriate meetings.

This objective will be considered complete when:

I have attended meetings of the Midwest Section of the Audio Engineering Society, the Society of Motion Picture and Television Engineers, and others when the subjects are appropriate to media systems design.

DIRECTOR PROCESSING SERVICE
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Work on developing data to use in determining some unit costs. This objective will be considered achieved when a preliminary group of figures is attained in the fall of 1973 and used to prepare unit costs by the end of the report year in June 1974.

B. Continue to participate in efforts directed toward inter-institutional cooperative library projects. This objective will be considered achieved when planning session and/or other meetings are attended as requested and scheduled.

C. Continue to be ready to participate in coordinating planning efforts in automation projects especially as it applies to Processing. This objective will be considered achieved when planning sessions and objectives are met as determined by the academic area computer coordinators.

D. Cooperate in the development of an LRC procedures manual. Considered achieved when Processing unit procedures are developed in accordance with the schedule.

II. PROBLEM SOLVING

A. Coordinate inventory of books and periodicals.

1. Considered achieved when begun in summer 1973.

2. Physical inventory is completed by end of 1973.

3. List of missing materials is compiled, needed replacements are identified, and are ordered by May of 1974.

4. All withdrawals are completed by June 1, 1974.

B. Continuously review and update periodical list. Achieved when deletions of ceased titles, and dropped titles are made as called for.

C. Place subscriptions list with a periodical dealer.

1. Achieved when a vendor is selected via the bid process by October 15, 1973

2. The changeover is essentially completed by Dec. 31, 1973.

D. Complete development of a policy statement of selection and acquisition of materials.

1. Achieved when statement is developed by September 30, 1973.

II. Problem Solving (Cont'd.)

2. Statement has been approved by the LRC Advisory Committee by December 1, 1973.

E. Assist in the external audit of LRC.

1. Achieved when names of proposed consultants are submitted by August 1, 1973.

2. Data concerning processing operations are submitted as requested.

3. Action is taken to review and implement appropriate recommendations of audit as indicated.

III. ROUTINE

A. Cooperate with the LRC Advisory Committee by attending and participating in the meetings of this Committee.

B. Plan, develop, recommend and execute the annual budget for processing. This objective will be considered achieved when scheduled guidelines are met.

C. Evaluate staff for selection, promotion, leave, tenure, retention, or non-retention. This objective will be considered achieved when recommendations are forwarded by required dates.

D. Submit appropriate reports to the dean of learning resources.

1. Semester reports are completed two weeks after the end of each semester.

2. Annual report is submitted by end of the summer session.

E. Continue to spend all budget for materials, and to add at a slightly reduced rate from last year due to the reduced budget. This objective will be considered achieved when:

1. 90% of the budget in the 544, 545 and 546 accounts is encumbered by April 15, 1974.

2. All requests are placed within two weeks of receipt in acquisitions.

F. Encourage staff to belong to, participate in, and attend programs of relevant professional associations. This objective will be considered achieved when each professional staff member attends at least one such meeting this year.

III. Routine (Cont'd.)

G. To continue with LRC and other Harper staff as a reviewing group for AV materials for Booklist. This objective will be considered achieved when group meets as requested for review sessions.

H. Plan for, create, and justify new positions as need arises. This objective will be considered achieved when there is Board approval of the positions.

I. Meet deadlines for reports and recommendations called for in academic affairs calendar.

IV. PERSONAL AND PROFESSIONAL

A. Continue responsibilities as a member of the ILA C+RL Section Executive Committee, and as a member of the Nominating Committee through October 1973.

B. Continue as Regional Coordinator for the North Central Region on the JCLS Communications Committee.

C. Serve as a member of the ACRL Nominating Committee through December.

CATALOG LIBRARIAN - PRINT
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Devise criteria for accountability in cataloging and processing of materials. This objective will be considered achieved when:

1. A report of cost determination is submitted to Director of Processing Service by August 31, 1973.

2. Based upon experience of preliminary report, unit costs will be determined and reported by June 30, 1974.

B. Continue to add cross references to Learning Resources catalogs. This objective will be considered achieved when:

1. All back "See" references are added by September 30, 1973.

2. Planning is begun to add "See Also" references by October 1, 1973.

3. "See Also" references begin to be added on a selective basis by January 1, 1974.

C. Begin classifying and cataloging microfiche. This objective will be considered achieved when process is started by October 4, 1973.

D. Assist in the planning of future Learning Resources Automation projects. This objective will be considered achieved when future project planning opportunities are acted upon as they arise.

E. Advise in organizing the President's Library. This objective will be considered achieved when recommendations are forwarded and implemented as requested.

F. Plan for expansion to 2nd campus and for extension centers. This objective will be considered achieved when future planning opportunities arise.

G. Cooperate in the development of an LRC procedures list. This objective will be considered achieved when cataloging procedures are developed by date requested.

II. PROBLEM SOLVING

A. Assist in external audit of the LRC. This objective will be considered achieved by:

1. Submitting a list of suggested consultants to director by August 3, 1973.

II. Problem Solving (Cont'd.)

2. Cooperating with auditors as requested.

3. Taking appropriate action based on report or recommendation made by auditors.

B. Complete inventory of Learning Resources collection. This objective will be considered achieved when:

1. Inventory is begun in Summer of 1973.

2. Physical inventory is completed by December 31, 1973.

3. Follow-up is completed by June 1, 1974.

III. ROUTINE

A. Continue system of keeping current flow of materials and cataloging of materials on an "immediate need" basis. This objective will be considered achieved when:

1. 75% of material processed within 90 days of arrival.

2. "Immediate need" items processed within 24 hours of request.

3. Processing output is periodically reevaluated.

B. Try to increase book collection to about 70,000 volumes even though budget has been reduced. This objective will be considered achieved if volume of acquisitions passed on permits.

C. Assist in increasing media collection by 3,000 items. This objective will be considered achieved if volume of acquisitions passed on permits.

D. Continue to maintain learning resources center catalogs. This objective will be considered achieved when catalogs are kept up to date on a regular basis.

E. Submit appropriate cataloging reports. This objective will be considered achieved when:

1. Semester reports are completed two weeks after the end of each semester.

2. Annual report is completed two weeks after the end of the academic year.

F. In conjunction with the director of processing service, evaluate cataloging clerical staff for promotion, retention, merit pay, etc. This objective will be considered achieved when recommendations are forwarded as per college procedural manual and inclusive deadlines.

III. Routine (Cont'd.)

G. Evaluate and be evaluated in conjunction with other LRC faculty for promotion, tenure, retention, etc. This objective will be considered achieved when recommendations are forwarded as per college procedural manual and inclusive deadlines.

H. Continue notification of new additions to LRC collection. This objective will be considered achieved when:

1. Monthly lists are circulated to interested faculty of new additions.

2. Individual requestors are notified on a monthly basis that their materials are ready for use.

IV. PERSONAL AND PROFESSIONAL

A. Participate in faculty activities on campus. This objective will be considered achieved when there is membership and participation on at least one faculty committee.

B. Enhance professional growth. This objective will be considered achieved when:

1. Membership is retained in at least two professional organizations (American Library Association and the Illinois Library Association).

2. At least one professional association meeting during the year is attended.

C. Participate as a member of the reviewing committee for audiovisual materials for Booklist magazine. This objective will be considered achieved when review sessions are attended.

CATALOG LIBRARIAN - MEDIA
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Continue to work on an accountability system that will determine unit costs. This objective will be considered achieved when:

1. A preliminary report for cost per item is submitted to direct[illegible] processing by August 31, 1973.

2. Unit costs will be determined and reported by June 30, 1974.

B. Continue to assist in adding cross references to the LRC catalogs. This objective will be considered achieved when:

1. All back "see" references are added by Sept. 30, 1973.

2. Planning is begun by Oct. 1, 1973, to add "see also" references to catalogs.

3. Addition of "see also" references (on a selective basis) is begun by Jan. 1, 1974.

C. Cooperate in planning efforts in the development of automation as it applies to the cataloging area. This objective will be considered achieved when deadlines are met as indicated by a new programming timetable.

D. Plan for expansion to second campus and/or extension centers. This objective will be considered achieved when planning is requested and implemented.

E. Assist in the development of an LRC procedures manual. This objective will be considered achieved when a media procedures manual is supplied by date requested.

II. PROBLEM SOLVING

A. Cooperate and assist in the external audit of the LRC. This will be considered achieved by:

1. Cooperating with auditor as requested.

2. Taking follow-up action in this area as recommended by auditors.

B. Maintain media catalog on current basis. This objective will be considered achieved when cooperative planning creates available space for new and up-dated catalog cards.

II. Problem Solving (Cont'd.)

C. Assist in follow-up of LRC inventory of materials. This objective will be considered achieved when:

1. Media inventory is completed by summer 1973.

2. Follow-up of missing media materials is completed by June 1, 1974, with the cooperation of media circulation supervisor.

D. Continue to process media materials produced on campus or acquired by other departments. This objective will be considered achieved when processing is kept current and no known back-log exists by Jan. 1, 1974.

III. ROUTINE

A. Continue to keep current with flow of materials and immediate need items. This objective will be considered achieved when:

1. 80% of media material can be ready for use within 60 days of arrival.

2. Materials specifically itemized as urgent by instructor are processed within 24 hours.

B. Increase media collection by 3,000 items and assist in increasing book collection to 70,000 volumes even though budget has been reduced. This objective will be considered achieved if volume of acquisitions passed on permits.

C. Assist in compilation of cataloging reports. This objective will be considered achieved when report is completed and sent to director of processing two weeks after the end of the semester, and annual report is sent to director two weeks after the end of the academic year.

D. In conjunction with the director of processing service, evaluate cataloging classified staff for promotion, retention, merit pay, etc. This objective will be considered achieved when recommendations are forwarded by required dates.

E. Evaluate and be evaluated in conjunction with other LRC faculty for promotion, tenure, retention, etc. This objective will be considered achieved when recommendations are forwarded by required dates.

IV. PERSONAL AND PROFESSIONAL

A. Participate fully as a faculty member. This objective will be considered achieved when there is membership and participation on at least one faculty committee.

IV. Personal and Professional (Cont'd)

B. Enhance professional growth. This objective will be considered achieved when:

1. Membership is retained in at least two professional organizations. (American Library Association and the Illinois Library Association)

2. Attend at least one professional conference during the year.

C. Participate as a member of the reviewing committee for audiovisual materials for Booklist Magazine. This objective will be considered achieved when review sessions are attended.

ACQUISITIONS LIBRARIAN
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Work to develop data to use for work unit and material unit cost analysis for materials acquisitions. Achieved when a data collection system is in operation by Fall 1973 and a summary report is prepared by June 30, 1974.

B. Assist in preparation of LRC procedures manual as related to materials acquisition. Achieved when planning and completion is attained as requested.

C. Assist in efforts directed toward interinstitutional co-operative Learning Resources projects. Achieved when planning sessions and/or other meetings are attended as requested and scheduled.

D. Assist in the development of automation as it applies to processing. Achieved when assistance is given as determined and requested by the Computer Advisory Committee.

II. PROBLEM SOLVING

A. Assist in the LRC external audit process. Achieved when:

1. Data related to processing is submitted as requested.

2. Implementation of recommendations is accomplished as requested.

B. Help in completing a policy statement for selection of materials. Achieved when:

1. Draft form is completed and ready for presentation by September 30, 1973.

2. LRC Advisory Committee has approved a statement by December 1, 1973.

C. Assist in replacing missing materials as ascertained by the LRC inventory and as requested by the faculty. Achieved when materials lists which indicate replacement needs are received and orders placed to vendors by May 1974.

III. ROUTINE

A. Assist in budget allocation to divisions of the 544 and 545 accounts for LRC materials. Achieved when:

1. Division chairmen are being assisted in the expenditure of their budgets as set in operation by LRC advisory council.

III. Routine (Cont'd.)

2. Supervise the expenditure of the 900 account.

B. Encumber 90% of the materials budget in the 544 and 545 accounts by April 15, 1974. Acheived when the acquisitions department places orders approximately totaling 10% of budget per month.

C. Maintain a current status in placing all requests for materials. Achieved when all requests are processed by acquisitions department within two weeks of their receipt.

D. Continue to work to increase faculty involvement in the selection process. Achieved when reviews, brochures, etc., are sent to appropriate faculty members on a regular basis.

E. Submit appropriate reports to the director of processing services. Achieved when:

1. Monthly divisional encumbrance reports are submitted to the director and division chairman on the first of each month.

2. Annual report is prepared and submitted to the director by June 30, 1974.

F. Evaluate, in conjunction with the director of processing services, appropriate classified staff for selection, promotion, retention and non-retention. Achieved when the recommendations are forwarded by required dates.

G. Participate in the faculty evaluation system as an evaluatee. Achieved when meetings and reports are submitted as outlined in the Procedures Manual.

IV. PERSONAL AND PROFESSIONAL

A. Finish term as chairman RTS section, ILA. Achieved when 1973 ILA Conference is concluded, November 1973.

B. Participate in ILA Conference program. Achieved when program is over, November 1, 1973.

C. Continue book reviewing for CHOICE magazine. Achieved when reviews are written, returned and published.

D. Serve on appropriate college committees. Achieved when meetings are attended as scheduled.

GRAPHICS DESIGN COORDINATOR
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Implement manhour accounting system for graphics. This objective will be complete when:

1. Trial results (obtained in the summer) are analyzed by September 1, 1973 and debugging accomplished.

2. Each end of semester a report is made to the Dean LRC regarding manhours per major project or type of job.

B. Initiate a simulated graphic service cost (GSC) system utilizing manhours and cost standards. This objective will be complete when:

1. Simulated system is started 2nd semester 1973-74.

2. Results analyzed in summer '74 for permanent establishment 1974-75 school year.

II. PROBLEM SOLVING

A. Establish a graphics production control display (charts, boards, etc.) which can be periodically updated by clerical assistants. The display will give a visual status of graphic projects in order to determine priorities, scheduling, etc. This objective will be complete when:

1. Charts and board are designed and produced by December 1, 1973.

2. Clerks are trained to post boards before December 1, 1973.

3. Information displayed used in making management decisions after December 1, 1973.

B. Establish a method of evaluation for institutional publication using the advice of the Publications and Printing Committee. This objective will be accomplished when:

1. Advice of committee is sought before second meeting.

2. Evaluation method established, published and used before March 1, 1974.

C. Systemize the steps necessary to acquire publications at Harper. Make the system known and accepted to managers.

1. Prepare and publish a publications system using work flow charts etc. before August 21, 1973.

II. Problem Solving (Cont'd.)

2. Continuously make this system known to managers by:
   a. Distributing a description of system by September 12, 1973.
   b. Meeting several times with individual managers during the school year to explain and propagate program.

D. Re-design and produce the following:

1. Letterheads and envelopes.

2. Other stationary and labels.

3. Business cards.

This objective will be complete when all above have been designed and produced before October 15, 1973.

E. Prepare development program for graphics personnel. This objective will be complete when graphics artists and photographers have visited at least one or more of the following:

1. Print shop
2. Art Studio
3. Type House
4. Display studio
5. Trade Show

F. Continue graphics participation in the preparation of instructional materials for faculty by:

1. Becoming actively involved in 1973-74 instructional development programs by holding workshops for participants in the design process.

2. Develop a slide/tape program or video tape showing the capabilities of graphics regarding production of instructional materials.

3. Make available to faculty the opportunity to attend a minimum of three graphic production in-service workshops during the school year.

G. Prepare a study concerning the granting of credit for published or exhibited materials such as publications, photos, video, motion pictures, artwork, displays, etc. This objective will be considered complete when study is completed and results published on or before April 15, 1973.

III. ROUTINE

A. Revise graphic standards manual to incorporate new designs. (letterheads, etc.) This objective will be complete when new standards are published and distributed before April 1, 1974.

B. Update graphics portion of Production Service's five year plan. This objective will be complete when plan is presented to Dean LRC before December 1, 1973.

C. Develop and publish graphic procedures such as production procedures, flow diagrams, schedules, etc. This objective will be considered complete when procedures are published before January 1, 1974.

D. Prepare and gather data for budget development and general output reports as well as other reports required by dean of learning resources.

E. Evaluate graphics personnel. This objective will be considered achieved when all classified personnel are reviewed as per personnel requirements and indicated dates.

IV. PERSONAL AND PROFESSIONAL

A. Join national and state professional organizations. This objective will be considered achieved when I have joined at least one national and one state professional organization.

B. Attend annual conventions where appropriate. This objective will be considered achieved when I have attended at least one national and one state convention by the end of the academic year.

C. Undertake graduate work offered by Northern Illinois University. This objective will be considered achieved when I have completed at least one graduate course during the 1973-74 year.

TELEVISION PRODUCER/DIRECTOR
OBJECTIVES FOR 1973-74

I. INNOVATIVE

A. Investigate possible home delivery systems and their relationship to LRC. This objective will be considered complete when input for recommendations are made by March 30, 1974.

B. Participate as an LRC staff member in working sessions or conferences with area community colleges, high schools, public libraries, and other community agencies to explore the feasibility of interinstitutional cooperative learning resources projects.

This objective will be considered complete when meetings are attended and input is made for the recommendations as requested by the Dean of Learning Resources throughout the 73-74 year.

C. Investigate the development of a State ITV Network. This objective will be considered complete when state planning committee meetings have been attended; Harper's position presented at those meetings; and reports made to Dean LRC on the progress of the committee throughout the 73-74 year.

D. To assist in the coordination of an area CATV conference for citizens, educators, business, and township officials. This objective will be considered met when:

1. The conference is held prior to December 15th.

2. Specific duties as assigned by the Dean LRC have been carried out in order to have a successful conference.

II. PROBLEM SOLVING

A. Coordinate existing procedures, create new ones, and develop implementation plans for instructional television. This objective will be considered achieved when a review of procedures with the Dean of Learning Resources and coordination with other sections of LRC have been established by September 1, 1973.

B. Attempt to bring additional financial support into the TV facilities without additional cost to the college. This objective will be considered achieved when three possible sources of financial assistance from outside Harper College such as governmental agencies, industry, and commercial users of programming have been investigated and reported to the Dean of Learning Resources by June 1, 1974.

II. Problem Solving (Cont'd.)

C. Assist in the external audit of LRC. This objective will be considered met when:

1. Suggestions have been made to Dean LRC concerning possible participants by September 1, 1973.

2. Requested data is supplied according to deadlines.

3. Appropriate action is taken based on the audit and agreed by the Dean LRC.

D. Support M.I.S. System. This objective will be considered complete when requested information has been supplied at specified times.

III. ROUTINE

A. Assist in the gathering of data for budget development. This objective will be considered achieved when the needs for instructional television for the next fiscal year have been presented and reviewed with the Dean of Learning Resources at requested dates.

B. Assist the Dean of Learning Resources in the evaluation of the instructional television staff for selection, leaves, promotion, retention and non-retention. This objective will be considered achieved when the information is presented and reviewed with the Dean of Learning Resources as per college timetables.

C. Produce 100 instructional television programs. This goal will be considered achieved when one hundred instructional television productions have been produced by June 30, 1974.

D. Prepare and submit to the Dean of Learning Resources semester reports on the instructional television operation. This objective will be considered achieved when the reports are submitted to the Dean of Learning Resources within one week after the end of each semester.

E. Assist the Dean of Learning Resources in the implementation of new instructional development projects relative to ITV. This objective will be considered complete when all I.D. requests for TV have been processed and 75% of these requests completed by June 30, 1974.

F. Assist the Dean of Learning Resources in the development of staff within the framework of the new LRC. This objective will be considered complete when all staff meetings relative to ITV have been attended and information from these meetings relayed to the TV staff.

III. Routine (Cont'd)

G. Increase the community's awareness of Harper through work with the possibility of CATV entering the Harper district. This objective will be considered achieved when these possibilities have been investigated and reported to the Dean of Learning Resources throughout the 73-74 year.

H. Develop new programs for vo-tech area of the college. This objective will be considered achieved when twenty programs for the vo-tech area have been produced in the 73-74 school year.

I. Implement the system for elimination of TV programs that are out-of-date or unused. This objective will be considered achieved when those programs not used during the 72-73 year have been evaluated, interested instructor consulted, and unwanted programs removed from the collection by June 30, 1974.

J. Assist Dean LRC in update of LRC Five Year Plan. This objective will be considered complete when requested information has been supplied by designated dates.

K. Review job descriptions with Dean LRC. This objective will be considered complete when:

1. I have presented and discussed possible changes, if any, in my present job description by October 1, 1973.

2. I have reviewed technician job descriptions with them and Mr. DiCanio by September 15, 1973, and presented suggested changes to Dean LRC at October 1 meeting.

IV. PERSONAL AND PROFESSIONAL

A. Become involved in Harper committees. This objective will be considered achieved when 90% of the requested committee meetings have been attended.

B. Join national and state professional organizations and attend their conferences when appropriate. This objective will be considered achieved when at least one national and one state professional organization has been joined and conferences that are assigned are attended.

C. Attend annual conventions where appropriate. This objective will be considered achieved when at least one national and one state convention has been attended by the end of the academic year. (Attendance to both meetings contingent upon travel expense money available).

IV. Personal and Professional (Cont'd.)

D. Assist professional organizations by work on committees. This objective will be considered achieved when present committee duties have been carried out during the 73-74 school year.

E. Run for office in one professional organization.

ACADEMIC AFFAIRS
ROUTINE OBJECTIVES 1973-74

I. PUBLICATIONS

A. Catalog - considered achieved when the following dates are met:

1. February 1 - Preliminary copy is received.

2. February 15 - Copy for printer is completed.

3. March 15 - Galleys from printer are received.

4. April 15 - Catalog is completed.

B. Brochures - considered achieved when the following dates are met:

1. Needs determined by August 15.

2. Schedule for completion by September 1.

C. Schedules - considered achieved when the following dates are met:

1. Fall Schedule - 1974

Run 1 - November 5, 1973
Run 2 - December 3, 1973
Run 3 - February 4, 1974
Run 4 - March 4, 1974

2. Spring Schedule - 1975

Run 1 - November 12, 1973
Run 2 - December 10, 1973
Run 3 - February 11, 1974
Run 4 - March 10, 1974

3. Summer Schedule - 1975

Run 1 - November 19, 1973
Run 2 - December 17, 1973
Run 3 - February 18, 1974
Run 4 - March 18, 1974

D. Special Advertising - considered achieved when the following dates are met:

1. Fall - August 15.

2. Spring - January 15.

3. Summer - May 15.

II. PROGRAM REVIEW AND STAFFING PLAN

A. Evaluation Process - considered achieved when the following dates are met:

1. Second year faculty

June 1 - Selection of Peer Committee membership

October 1 - Submission of Form 1 to Division Chairman or Supervisor

October 10 - Submission of self evaluation form (Form 2) to Division Chairman or Supervisor

October 15 - Submission of Peer Committee form (Form 3) to Division Chairman or Supervisor

October 31 - Submission of Form 1-5 to appropriate Dean

November 15 - Submission of Forms 1-5 and Deans' recommendation to Vice President

December 1 - Submission of Forms 1-5, Deans' recommendation, and Vice Presidents' recommendation to President

2. First year faculty

November 15 - Selection of Peer Committee membership

January 1 - Submission of Form 1 to Division Chairman or Supervisor

January 10 - Submission of self evaluation form (Form 2) to Division Chairman or Supervisor

January 15 - Submission of Peer Committee form (Form 3) to Division Chairman or Supervisor

February 1 - Submission of Forms 1-5 to appropriate Dean

February 15 - Submission of Forms 1-5 and Deans' recommendation to Vice President

February 20 - Submission of Forms 1-5, Deans' recommendation, and Vice Presidents' recommendation to President

B. Promotion Process - considered achieved when the following dates are met:

1. November 15 - division chairmen's recommendation are completed.

2. December 15 - dean's recommendations are completed.

II. Program Review and Staffing Plan (Cont'd.)

C. Retention - considered achieved when the following dates are met:

1. Second year faculty

October 15 - Preliminary recommendation to dean

November 15 - Division chairmen make recommendation to dean

December 1 - Dean makes final recommendation to vice president

December 15 - Process completed

2. First year faculty

January 31 - Division chairmen make recommendation to dean

February 1 - Dean makes recommendation to vice president

February 15 - Process completed

D. The staff for the 1974-75 school year has been hired - considered achieved when the following dates are met:

1. October 15 - Preliminary faculty needs are determined

2. December 15 - Phase I faculty allocation

3. February 15 - Final staff allocation

4. April 15 - 50% of staff hired

5. May 15 - 35% of staff hired

6. June 15 - 15% of staff hired

E. Tenure Process - considered achieved when the following dates are met:

1. January 15 - List of tenure faculty is completed

2. February 1 - Chairmen's recommendations are received

3. February 15 - Dean's recommendations are completed and sent to the vice president

F. Part-time Faculty - maintain the total part-time day faculty in order that the number of total part-time day faculty will not exceed 12% - 15% of the total full-time day contact hour offerings.

G. Sabbatical leave review - considered achieved when the following have been accomplished:

II. Program Review and Staffing Plan (Cont'd.)

1. November 11 - recommended by division chairman to dean

2. November 15 - recommended by dean to vice president

H. Maintain average class size - considered achieved when the following are accomplished at midterm of each semester.

1973-74

	Lecture	Quiz	Free Standing
Business	100	25	28
Communications	-	-	28
Engineering	50	20	20
Humanities	125	20	27
Life & Health	200	27	27
Math & Phy. Sci.	60	24	29
Social Science	225	30	35

III. PLANNING PROCESS

A. Budget for 1974-75 is completed - considered achieved when the following dates are met:

1. October 1 - Preliminary staff enrollment projections

2. November 15 - Capital

3. December 15 - Round I

4. January 15 - Round II

5. February 15 - Round III

6. April 15 - Round IV

B. Equipment and Facilities for 1974-75 are determined - considered achieved when the following dates are met:

1. November 15 - Determine needs for 1974-75

2. December 15 - Building modifications

3. January 15 - Allocation of classroom spaces

4. March 15 - Finalization of office and other facilities

IV. CURRICULAR PLANNING

A. Participate in the Curriculum Committee - considered achieved when the following have been accomplished:

IV. Curricular Planning (Cont'd.)

1. Attend meetings as scheduled and participate in the Curriculum Committee meetings. All curriculum work completed by February 1. The schedule will be as follows:

   a. September
   b. October
   c. November
   d. December
   e. January
   f. February

B. Articulation meetings will be held with underlying districts. Considered achieved when a meeting has been held by the Harper College division chairmen with the appropriate division and/or departments in the high schools. (Primary responsibility of division chairmen.)

1. December 15 - District 214

2. January 15 - District 211

3. February 15 - Barrington

C. Division meetings are held on a monthly basis. Considered achieved when one meeting per month is held and minutes are distributed to deans and vice-president.

V. APPRAISALS

A. Appraisals with division chairmen have been completed - considered achieved when the following dates are met:

1. First appraisal - November 15

2. Second appraisal - February 15

3. 1974-75 Salary Session Review - May 15